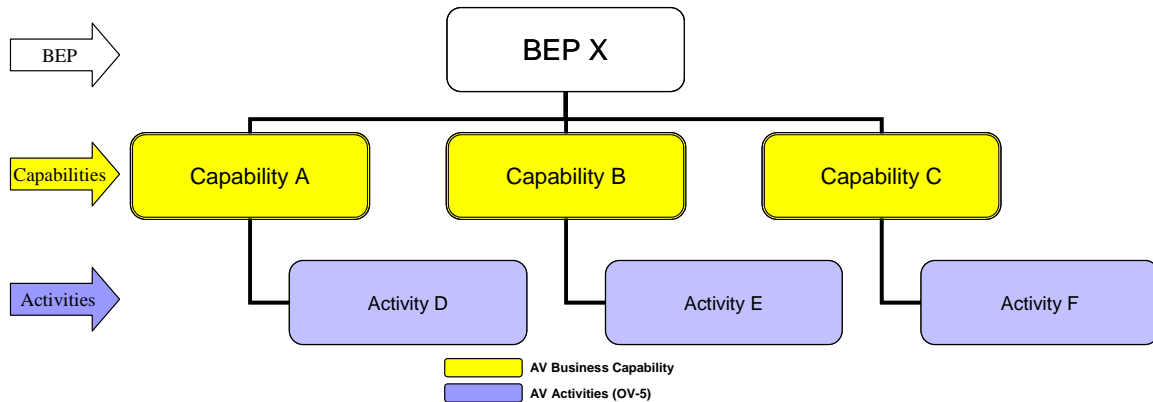


Appendix E: Enterprise Transformation Plan Tables

This appendix contains four types of summary tables and figures associated with Business Enterprise Priorities.

- BEP relationship to the BEA
- Targets and Metrics for Business Capabilities
- Systems/Initiatives Mapping to Business Capabilities
- System/Initiative “Quad Chart”

EXAMPLE: BEP relationship to the BEA - Depicts the Business Capabilities that are being transformed to achieve BEP objectives and their relationship to the OV-5 activities in the BEA.



EXAMPLE: Targets and Metrics for Business Capabilities - Provides a definition, targets, and key performance parameters for each Business Capability being transformed.

Capability:		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • • 	<ul style="list-style-type: none"> • • •
Key Performance Parameters:		

EXAMPLE: Systems/Initiatives Mapping to Business Capabilities – Shows the relationship between the Business Capabilities and the Systems/Initiatives that provide the Capability functionality. This table also reveals whether the System/Initiative is implemented as an Enterprise Standard, an Enterprise Wide System/Initiative or an Enterprise Level System/Initiative.

	System/Initiative	How Provides or Supports	Capability 1	Capability 2	Capability 3
Enterprise Systems	ABC	EL		●	
	DEF	EW			
Enterprise Initiatives	HIJ	S	○	○	○
	KLM	EW	●		●
Component Systems	NOP	AF-wide	●	●	● (except X)
Component Initiatives	QRS	USTRANSCOM-wide	●	●	● (except Y)
	TUV	AF-wide		●	

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “○” under each Business Capability directly supported by the standard.
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided.
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided.

EXAMPLE: System/Initiative “Quad Chart” – describes key management information about the systems and initiatives that will transform the Business Capabilities described earlier.

Enterprise System: XXX

<u>Description and Objective:</u> .		
<u>Approach:</u> • • •	<u>Benefits:</u> • • •	
<u>6-Month Outcomes/Targets</u> • • •	<u>12-Month Outcomes/Targets</u> • • •	<u>18-Month Outcomes/Targets</u> • • •

(This page intentionally left blank)

Personnel Visibility Transformation Plan Tables

Personnel Visibility

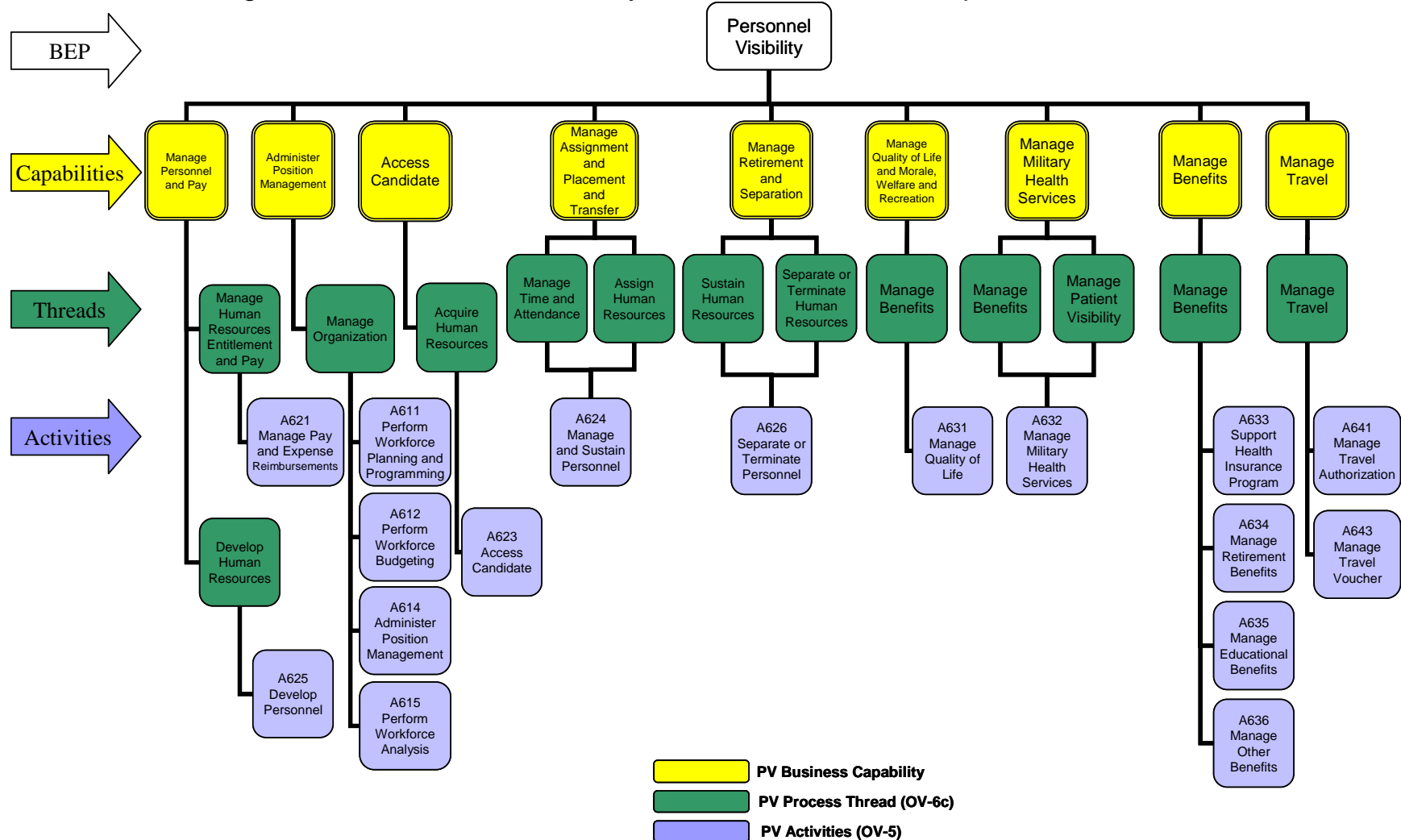
Personnel Visibility (PV) is real time, reliable information that provides visibility of military service members, civilian employees, military retirees, contractors (in theater), and other U.S. personnel, across the full spectrum – during peacetime and war, through mobilization and demobilization, for deployment and redeployment, while assigned in a theater of operation, at home base, and into retirement. This includes ensuring timely and accurate access to compensation and benefits for DoD personnel and their families and ensuring that Combatant Commanders have access to the timely and accurate data on personnel and their skill sets.

Benefits of Personnel Visibility will include providing timely and accurate cross-Service information on personnel; integrating Active, Reserve, and Guard personnel pay and human resources processes; providing a single, comprehensive record of service throughout a Service member's life; ensuring accountability and care for family members; providing visibility of DoD personnel preparing for, executing, or completing official government travel; transforming civilian HR processes and HR service delivery; and reducing lost medical records. Commanders and/or managers will have the ability to access personnel information on everyone assigned to their organization. Additionally, Personnel Visibility will improve and facilitate in-transit visibility of patients for commanders and/or managers by providing a joint theater-level picture of patient movement, current diagnostic status, injury type (battle injury/non-disease battle injury), length of stay in military treatment facility, and patient disposition. One of the Personnel & Readiness organization's top priorities is to achieve total personnel visibility and accountability to include: military service members, civilian employees, military retirees, and other U.S. personnel in theater of operations (including contractors and other federal employees).

Role of the BEA in Achieving Personnel Visibility

The BEA represents the "To Be" end state, which is not an isolated goal, but a means to achieve specific business capabilities to attain the BEP, identify elements of the BEA that specifically enable attainment of the BEP and describe how those elements add value for this specific BEP. Figure E1-1 and Table E1-1 provide additional detail on the PV Business Capabilities their relationship to the architecture and capability targets. Table E1-2 provides a mapping of the Business Capabilities and the DoD Enterprise-Level or DoD Component-level system or initiative that enables the capability.

Figure E1-1: Personnel Visibility and the Business Enterprise Architecture



Targets and Metrics for Personnel Visibility Business Capabilities

Table E1-1: Targets and Metrics for Business Capabilities

<p>Capability: Manage Personnel and Pay - This capability encompasses all functions associated with entry to/exit from the organization; profile record management; career development and management; execution of human resources policies, procedures, and employee information management; and administering, authorizing and calculating pay. This capability includes the following: accession, recruitment, strength management, placement and assignment, position fill management and classification, budget justification, resource utilization projections, adverse actions, time and attendance tracking, human resources reporting, education, training and development, competency management, performance review and administration (including the promotion process). This capability also includes pay administration and policy, leave calculation, annuitant and retirement pay, special pay and entitlements, pay authorization and calculation, pay adjustments, allotments, bonds, garnishments and offsets, Thrift Savings Plan calculation, payroll and tax reporting, travel pay and other reimbursables.</p>		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Continue to prepare for the Transformation of DoD Personnel/Pay systems to be integrated and to improve timely availability of accurate human resource data to Services, warfighters, and managers at all levels within 24 hours. of input • Continue to standardize personnel information • Continue to establish standard data elements generated from the set of common personnel processes and business rules across all Services/Components 	<ul style="list-style-type: none"> • Begin transformation of DoD Personnel/Pay systems • Continue to standardize and implement personnel information • Continue to establish and begin to implement standard data elements across all Services/Components 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD Personnel/Pay systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components
<p>Key Performance Parameters:</p> <p>Military Personnel and Pay:</p> <ul style="list-style-type: none"> • Provide accurate and timely data on personnel assets • Standardize data across services and components • Track reservists for pay and service credit • Track all military, civilian and contract personnel into and around theater • Provide integrated personnel and pay functions <p>Civilian Personnel and Pay:</p> <ul style="list-style-type: none"> • Plan and formulate civilian personnel programs • Administer services for Military Departments and Defense Agencies • Consolidate a number of common personnel functions <p>DCPDS reached full operational capability on September 27, 2002.</p>		

Capability: Administer Position Management - All capabilities associated with developing, analyzing and implementing position plans, managing strength levels against those plans. This includes integrating force structure requirements into personnel functions enabling proper utilization of Department of Defense human resources through structuring organizations validating organizations against budgetary constraints, establishing and allocating positions, and managing programs required to support strategic goals.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Development of a data warehouse capability with enhanced corporate reporting functionality to provide DoD Enterprise-wide data to support senior leaders and managers • Implement DoD Enterprise-wide tools for use with advanced reporting and data warehousing capability • Deploy data warehouse capability by 2006 for civilian personnel • Addition of more robust access through employee self-service 	<ul style="list-style-type: none"> • Preparation of a business case analysis for an integrated staffing solution to enhance staffing and recruitment functions being integrated with e-Gov Recruitment One-Stop • Completion of business case analysis for an integrated DoD HR/payroll provides baseline economic case for development and implementation. 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD Personnel/Pay systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components
Key Performance Parameters: DCPDS reached full operational capability on September 27, 2002. <ul style="list-style-type: none"> • Plan and formulate civilian personnel programs • Administer services for Military Departments and Defense Agencies • Consolidate a number of common personnel functions 		

<p>Capability: Access Candidate - This capability includes all activities associated with recruiting, identifying, evaluating, and selecting a candidate(s) to fill a position or organizational requirement. Personnel Visibility includes military recruiting (access) and civilian recruiting. Military Recruiting; Access: includes the establishment of the initial record in the Human Resources Management system. The scope of these activities range from receiving guidance and interpreting recruiting policy, programming resources, planning program execution and conducting recruiting operations (from initial identification and screening of potential prior service and non-prior service enlistees and officer candidates through initial processing at the Military Entrance Processing Stations and subsequent training locations (such as lead-in processing at Officer Candidate Schools, Basic Training, before the formal training begins)). This may consist of the use of incentives, bonuses and scholarships. Civilian recruiting includes the entire scope of recruiting to include accessions.</p>		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Development of a data warehouse capability with enhanced corporate reporting functionality will provide DoD Enterprise-wide data to support senior leaders and managers • Implement DoD Enterprise-wide tools for use with advanced reporting and data warehousing capability • Deploy data warehouse capability by 2006 for civilian personnel • Continue to prepare for the Transformation of DoD Personnel/Pay systems relative to recruiting and accession, to be integrated and to improve timely availability of accurate human resource data to Services and managers at all levels within 24 hours of input • Continue to standardize personnel information relative to recruiting and accession • Continue to establish standard data elements generated from the set of common personnel and recruiting and accession processes and business rules across all Services/Components 	<ul style="list-style-type: none"> • Preparation of a business case analysis for an integrated staffing solution to enhance staffing and recruitment functions being integrated with e-Gov Recruitment One-Stop • Begin transformation of DoD Personnel/Pay systems relative to recruiting and accession • Continue to standardize and implement personnel information relative to recruiting and accession • Continue to establish and begin to implement standard data elements across all Services/Components 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD Personnel/Pay systems relative to recruiting and accession • Continue to standardize personnel, recruiting and accession information • Continue in the transformation of the DoD Personnel/Pay systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components • Continue to establish and implement standard data elements across all Services/Components
<p>Key Performance Parameters: DCPDS reached full operational capability on September 27, 2002.</p> <p>Civilian Personnel and Pay:</p> <ul style="list-style-type: none"> • Plan and formulate civilian personnel programs • Administer services for Military Departments and Defense Agencies • Consolidate a number of common personnel functions <p>Military Personnel and Pay:</p> <ul style="list-style-type: none"> • Provide accurate and timely data on personnel assets • Provide integrated personnel and pay functions 		

Capability: Manage Assignment and Placement and Transfer - All capabilities associated with assigning, placing against positions (e.g., planning and identifying placement requirements, determining candidate eligibility and suitability, providing placement advisory services, processing placement actions, etc.), and/or transferring Department of Defense members and employees.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Development of a data warehouse capability with enhanced corporate reporting functionality will provide DoD Enterprise-wide data to support senior leaders and managers • Implement DoD Enterprise-wide tools for use with advanced reporting and data warehousing capability • Deploy data warehouse capability by 2006 for civilian personnel • Continue to prepare for the Transformation of DoD Personnel/Pay systems to be integrated and to improve timely availability of accurate human resource data to Services, warfighters, and managers at all levels within 24 hours. of input • Continue to standardize personnel information • Continue to establish standard data elements generated from the set of common personnel processes and business rules across all Service/Components 	<ul style="list-style-type: none"> • Preparation of a business case analysis for an integrated staffing solution to enhance staffing and recruitment functions being integrated with e-Gov Recruitment One-Stop • Begin transformation of DoD Personnel/Pay systems • Continue to standardize and implement personnel information • Continue to establish and begin to implement standard data elements across all Services/Components 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD Personnel/Pay systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components
Key Performance Parameters: Military Personnel and Pay: <ul style="list-style-type: none"> • Provide accurate and timely data on personnel assets • Standardize data across services and components • Track reservists for pay and service credit • Track all military, civilian and contract personnel into and around theater • Provide integrated personnel and pay functions Civilian Personnel and Pay: <ul style="list-style-type: none"> • Plan and formulate civilian personnel programs • Administer services for Military Departments and Defense Agencies • Consolidate a number of common personnel functions DCPDS reached full operational capability on September 27, 2002.		

Capability: Manage Retirement and Separation - This capability includes the actions associated with DoD terminating affiliation with accessed persons (e.g., military, civilian, coalition force members, volunteers, and contract personnel). It includes voluntary separation (e.g., resignations, contract completion), involuntary separation (e.g., adverse actions), civilian retirement, and death. It also includes identifying losses which are used to identify replacement needs, perform final out-processing functions (e.g., exit interview, travel arrangement), and document the termination of the specific affiliation.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Development of a data warehouse capability with enhanced corporate reporting functionality will provide DoD Enterprise-wide data to support senior leaders and managers • Implement DoD Enterprise-wide tools for use with advanced reporting and data warehousing capability • Deploy data warehouse capability by 2006 for civilian personnel • Continue to prepare for the Transformation of DoD Personnel/Pay systems to be integrated and to improve timely availability of accurate human resource data to Services, warfighters, and managers at all levels within 24 hours. of input • Continue to standardize personnel information • Continue to establish standard data elements generated from the set of common personnel processes and business rules across all Service/Components 	<ul style="list-style-type: none"> • Begin transformation of DoD Personnel/Pay systems • Continue to standardize and implement personnel information • Continue to establish and begin to implement standard data elements across all Services/Components 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD Personnel/Pay systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components
Key Performance Parameters: Military Personnel and Pay : <ul style="list-style-type: none"> • Provide accurate and timely data on personnel assets • Standardize data across services and components • Track reservists for pay and service credit • Track all military, civilian and contract personnel into and around theater • Provide integrated personnel and pay functions Civilian Personnel and Pay: <ul style="list-style-type: none"> • Plan and formulate civilian personnel programs • Administer services for Military Departments and Defense Agencies • Consolidate a number of common personnel functions DCPDS reached full operational capability on September 27, 2002.		

Capability: Manage Quality of Life and Morale, Welfare and Recreation - This capability includes all actions associated with maintaining or improving a person's personal time opportunities, personal support infrastructure, and a person's dignity/rights in the work place. This includes supporting Morale, Welfare and Recreation (MWR); family support; and casualty assistance and social action programs.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Continue to prepare for the Transformation of DoD Personnel/Pay systems, relative to personnel and family support and quality of life, to be integrated and to improve timely availability of accurate human resource data • Continue to standardize personnel information relative to personnel and family support and quality of life • Continue to establish standard data elements generated from the set of common personnel processes and business rules, relative to personnel and family support and quality of life, across all Service/Components 	<ul style="list-style-type: none"> • Begin transformation of DoD systems • Continue to standardize and implement personnel information • Continue to establish and begin to implement standard data elements across all Services/Components 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components
Key Performance Parameters: Military Personnel and Pay: <ul style="list-style-type: none"> • Provide accurate and timely data on personnel assets • Standardize data across services and components • Track reservists for pay and service credit • Track all military, civilian and contract personnel into and around theater • Provide integrated personnel and pay functions 		

Capability: Manage Military Health Services - This capability provides direction, resources, health care providers, eligibility, enrollment and other means necessary to promote the health of the DoD TRICARE beneficiary population. This includes developing and promoting health awareness issues to educate customers; discovering and resolving environmentally based health threats; providing health services, including preventive care and problem intervention; and improving the means and methods for maintaining the health of the beneficiary population by constantly evaluating the performance of the health care services system.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Increase the percentage of patients who are satisfied with care in MTFs to 88.6% • Increase system availability to 99.15% for those sites that are operational • Decrease the number of direct care system admissions/1000 for active duty population to be reported for 9 common diagnoses to 2.81 • Increase the number of patient encounters in CHCS II to 7.0M 	<ul style="list-style-type: none"> • Increase the percentage of patients who are satisfied with care in MTFs to 88.7% • Increase system availability to 99.25% for those sites that are operational • Decrease the number of direct care system admissions/1000 for active duty population to be reported for 9 common diagnoses to 2.75 • Increase the number of patient encounters in CHCS II to 22.0M 	
Key Performance Parameters: <ul style="list-style-type: none"> • System availability of 99.15% for those sites that are operational • Decrease the number of direct care system admissions/1000 for active duty population to be reported for 9 common diagnoses to 2.81 • Increase the percentage of patients who are satisfied with care in MTFs to 88.6% • Increase the number of patient encounters to 22.0M 		

Capability: Manage Benefits - This capability is associated with the management of benefits to support DoD Quality of Life programs. This activity also includes indirect compensation, wage supplements, indirect payments, and provision of Morale, Welfare, and Recreation Programs (including Chaplain programs, commissary, exchange, and other Non-Appropriated Fund (NAF) operations). This includes medical, dental, life and long-term insurance; pension/retirement; flexible spending; disability benefits; entitlements; benefits eligibility, including management of housing and educational benefits, enrollment and termination; tracking of health care administrators; savings management (Thrift/Bonds); and benefits reporting.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Continue to prepare for the Transformation of DoD Personnel/Pay systems, relative to benefits to be integrated and to improve timely availability of accurate human resource data • Continue to standardize personnel information relative to benefits • Continue to establish standard data elements generated from the set of common personnel processes and business rules, relative to benefits, across all Service/Components 	<ul style="list-style-type: none"> • Begin transformation of DoD Personnel/Pay systems • Continue to standardize and implement personnel information • Continue to establish and begin to implement standard data elements across all Services/Components 	<ul style="list-style-type: none"> • Continue in the transformation of the DoD Personnel/Pay systems • Continue to standardize personnel information • Continue to establish and implement standard data elements across all Services/Components
Key Performance Parameters: Military Personnel and Pay: <ul style="list-style-type: none"> • Provide accurate and timely data on personnel assets • Standardize data across services and components • Track reservists for pay and service credit • Track all military, civilian and contract personnel into and around theater • Provide integrated personnel and pay functions Civilian Personnel and Pay: <ul style="list-style-type: none"> • Plan and formulate civilian personnel programs • Administer services for Military Departments and Defense Agencies Consolidate a number of common personnel functions Composite Health Care II: <ul style="list-style-type: none"> • System availability of 99.15% for those sites that are operational • Decrease the number of direct care system admissions/1000 for active duty population to be reported for 9 common diagnoses to 2.81 • Increase the percentage of patients who are satisfied with care in MTFs to 88.6% • Increase the number of patient encounters to 22.0M 		

<p>Capability: Manage Travel - This activity authorizes and documents all types of official travel (e.g. initial hire/first duty station travel, Temporary Duty (TDY) travel, and Permanent Duty Travel (PDT)). This includes verifying a travel authorization, required documentation, and traveler's eligibility and credentials (e.g., security clearance, passport, visa, foreign area clearance); initiating and finalizing travel requests and authorizations; gathering information necessary to create a travel authorization for individual or group travel; verifying funds availability; arranging travel accommodations (e.g., airlines, rental car, lodging); estimating travel costs; completing and issuing travel authorizations to the traveler and Financial Visibility to obligate funds; and capturing traveler visibility and related travel execution information needed to initiate the traveler's reimbursement.</p>		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Continue to transform and deliver the automated travel capabilities across the Department • Implement enhancements to existing travel capabilities using a spiral enhancement release • Convert all DoD contracts to centralized management under Small Business set-aside or Full & Open competition 	<ul style="list-style-type: none"> • Continue to transform and deliver the automated travel capabilities across the Department • Continue to implement enhancements to existing travel capabilities using a spiral enhancement release • Continue to convert all DoD contracts to centralized management under Small Business set-aside or Full & Open competition 	<ul style="list-style-type: none"> • Accommodate temporary duty travel requirements for all DoD personnel
<p>Key Performance Parameters:</p> <ul style="list-style-type: none"> • % of reduction in voucher computation costs • % DTS system availability – 95 % standard • % Time to create authorization in DTS is less than 6 minutes 90% of the time • Sample data by Service and Military Agency at sites that have adopted DTS – 50 % threshold 		

Role of Systems and Initiatives in Achieving Personnel Visibility

Table E1-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Manage Personnel and Pay	Administer Position Management	Access Candidate	Manage Assignment and Placement and Transfer	Manage Retirement and Separation	Manage Quality of Life and Morale and Welfare and Recreation	Manage Military Health Services	Manage Benefits	Manage Travel
Enterprise Systems	Defense Integrated Military Human Resource System (DIMHRS)	EW	●		●	●	●	●		●	
	Defense Travel System (DTS)	EW									●
	Composite Health Care System II (CHCS II)	EW							●	●	
	Defense Civilian Personnel Data System (DCPDS)	EW	●	●	●	●	●	●		●	
Component Systems	TBD										

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “●” under each Business Capability directly supported by the standard
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided

Enterprise System: Defense Integrated Military Human Resources System (DIMHRS)

Description and Objective: DIMHRS is the vehicle through which the Department of Defense (DoD) is revolutionizing military personnel and pay to support the 21st century warfighter. DIMHRS (Pers/Pay) will be a fully integrated, all-Service, all-Component, military personnel and pay system that will support military personnel throughout their careers and retirement - in peacetime and war. Once developed and implemented, DIMHRS will ensure accurate and timely pay and benefits for Service members and their families – anytime, anywhere.

Approach:

The developmental process used for DIMHRS consists of the following 5 phases:

- Plan & Analysis – Completed
- Design – Completed
- Develop – DIMHRS is currently in this stage of system development
- Test – This phase is scheduled to begin in FY06 and will occur throughout the development process
- Implement – DIMHRS will be implemented incrementally beginning with the Army, Air Force, Navy and finally the Marine Corps, in that order

Benefits:

- Integrates Personnel and Pay
- Enables full integration of human resources customer service for the Service member and the DoD
- Integrates Active, Reserve, and Guard personnel, pay, and human resources processes
- Provides a single, comprehensive record of service throughout a Service member's life
- Enables a cross-Service support capability
- Enables a full self-service support capability
- Fully tracks personnel on temporary duty assignments and will also enable the full documentation of health and safety incidents in the permanent record
- Provides timely and accurate cross-Service information of personnel, their qualification, their success, and their retention
- Ensures accountability and care for family members
- Full tracks all skill sets: those competencies required by the position and those held by the Service member, competencies will be matched between Service members and potential positions and any discrepancies or additional training requirements will be identified prior to assignment
- Replaces at least 80 legacy systems
- Achieves 3 of the Secretary of Defense's "Top "10" Priorities"
- Improves force manning (Develop 21st century human resource approach)
- Streamlines DoD processes
- Improves interagency processes, focus and integration

6-Month Outcomes/Targets

- Continue systems development in preparation of subsuming the personnel and pay functionality from 120 legacy systems

12-Month Outcomes/Targets

- Continue systems development in preparation of subsuming the personnel and pay functionality from 120 legacy systems
- ARMY IOC 7/2007

18-Month Outcomes/Targets

- Continue systems development in preparation of subsuming the personnel and pay functionality from 120 legacy systems

Note: The DIMHRS program is being re-baselined and as a result the dates may change. Any changes will be incorporated in the next version of the ETP.

Enterprise System: Defense Travel System (DTS)

Description and Objective: DTS transforms what is currently a paper-based, labor – intensive travel process into a fully automated and web – based system that will support official travel. When fully implemented, DTS will be the designated single standard system for temporary duty travel requirements for all DoD personnel.

Approach:

- DTS is currently operational at 4,450 DoD sites
- During FY05, DTS is scheduled to be deployed to service and agency Phase II sites
- Award Small Business Commercial Travel Office (CTO) contracts
- Award Full and Open CTO contract while consolidating the existing DoD travel service contracts under one management entity

Benefits:

- At FOC, DTS will provide DoD with a seamless, paperless TDY travel system
- Reduces cost to the Department that is associated with arranging, documenting and reimbursement processes associated with official government travel
- Shortens the time between requesting and receiving reimbursement for travel
- Reduces delinquent travel card payments by allowing split disbursement, scheduling partial payments and providing a charge card vendor interface
- Provides visibility of DoD personnel preparing for, executing or completing official government travel

6-Month Outcomes/Targets

- Deploy DTS to scheduled FY05 service and agency Phase II sites
- Award Small Business Commercial Travel Office (CTO) contracts and award the Full and Open CTO contract while consolidating the existing DoD travel service contracts under one management entity
- Monroe software Presidential release is planned for 3rd Qtr 05

12-Month Outcomes/Targets

- Q. Adams software Presidential release is planned for release in late spring or early summer FY06
- FOC 9/2006

18-Month Outcomes/Targets

Enterprise System: Composite Health Care System II (CHCS II)

Description and Objective: CHCS II is the military medical and dental clinical information system that will generate and maintain a comprehensive, life-long, computer-based patient record for each Military Health System (MHS) beneficiary.

Approach:

- CHCS II will be deployed to the DoD over an 8 year period. Initial deployment training began in Jan 2004

Benefits:

- Reduces the number of lost medical records
- Eliminates the need for the member or beneficiary to hand carry records
- Allows for real time entry and visibility of medical entries
- Improves medical care by eliminating the need for handwritten notes that must be transcribed
- Provides for more efficient patient check-in
- Tracks patients
- Allows for more accurate diagnostic coding

6-Month Outcomes/Targets

- Subsume some CHCS ambulatory encounter documentation; Consult Tracking; Alerts and Reminders; and Role Based Security into CHCS II by 12/2006
- Complete Block 1 Worldwide Implementation of CHCS II to 51 Sites
- Begin to subsume SRTS1 Spectacle Request Transmission Capabilities into CHCS II by 6/2007
- Complete migration from CIW to CHCS II by 5/2005

12-Month Outcomes/Targets

- Complete Block 1 Worldwide Implementation of CHCS II to additional 32 Sites
- Continue to subsume CHCS ambulatory encounter documentation; Consult Tracking; Alerts and Reminders; and Role Based Security into CHCS II by 12/2006
- Continue to subsume SRTS I Spectacle Request Transmission System I Capabilities into CHCS II by 6/2007

18-Month Outcomes/Targets

- Complete Block 1 Worldwide Implementation of CHCS II to additional 49 Sites. FOC Block 1 12/2006
- Continue to subsume CHCS ambulatory encounter documentation; Consult Tracking; Alerts and Reminders; and Role Based Security into CHCS II by 12/2006
- Continue to subsume SRTS I Spectacle Request Transmission System I Capabilities into CHCS II by 6/2007

Enterprise System: Defense Civilian Personnel Data System (DCPDS)

Description and Objective: DCPDS is a single, web-based Human Resources (HR) system that standardizes civilian HR processes and promotes efficiency of HR service delivery. The system uses a standard, easy-to-follow user interface to provide HR specialists, managers, and administrative specialists HR information at their fingertips. DCPDS is also the largest automated HR system in the world, containing over 800,000 civilian employee records and over 1.5 million position records. DCPDS replaced ten legacy civilian HR systems, and supports all targeted DoD civilian employees and organizations.

Approach:

- The DCPDS reached FOC on September 27, 2002. Civilian Personnel Management Service (CPMS) managed DCPDS development and deployment, and currently administers the operation, maintenance, and sustainment of DCPDS through a contract with Lockheed Martin Information Technology (LMIT). The sustainment phase includes the addition of system enhancements, to add new functionality or enhance existing capabilities. The migration of DCPDS from a client-server to a web-based environment was completed in 2003, upgrading the application software to the newest release. With the upgrade to this web-based version, users access the DCPDS application via a standard web browser, taking advantage of internet technology and improved system navigation.

Benefits:

- Supports all targeted DoD civilian employees and organizations
- Transforms civilian HR processes and HR service delivery
- Replaced 10 legacy civilian HR systems
- Processes civilian personnel transactions, generates reports and maintains employee history
- Provides web-based access
- Provides interface with the DoD automated payroll system
- Provides personnel management information to supervisors' and managers' desktop computers
- Provides corporate civilian workforce information to senior DoD leaders
- Saves DoD over \$200M per year during the systems' 15-year life cycle

6-Month Outcomes/Targets

- Identify goals and develop an implementation strategy for integrating modules supporting functionality currently provided by stand-alone applications
- Identify goals and develop implementation strategy for integrating civilian payroll functionality into the enterprise human resources system

12-Month Outcomes/Targets

- Continue to identify goals and develop an implementation strategy for integrating modules supporting functionality currently provided by stand-alone applications
- Continue to identify goals and develop implementation strategy for integrating civilian payroll functionality into the enterprise human resources system

18-Month Outcomes/Targets

-

Acquisition Visibility Transformation Plan Tables

Acquisition Visibility

Acquisition Visibility (AV) is defined as timely access to accurate, authoritative, and reliable information supporting acquisition oversight, accountability, and decision-making throughout the Department for effective and efficient delivery of warfighter capabilities.

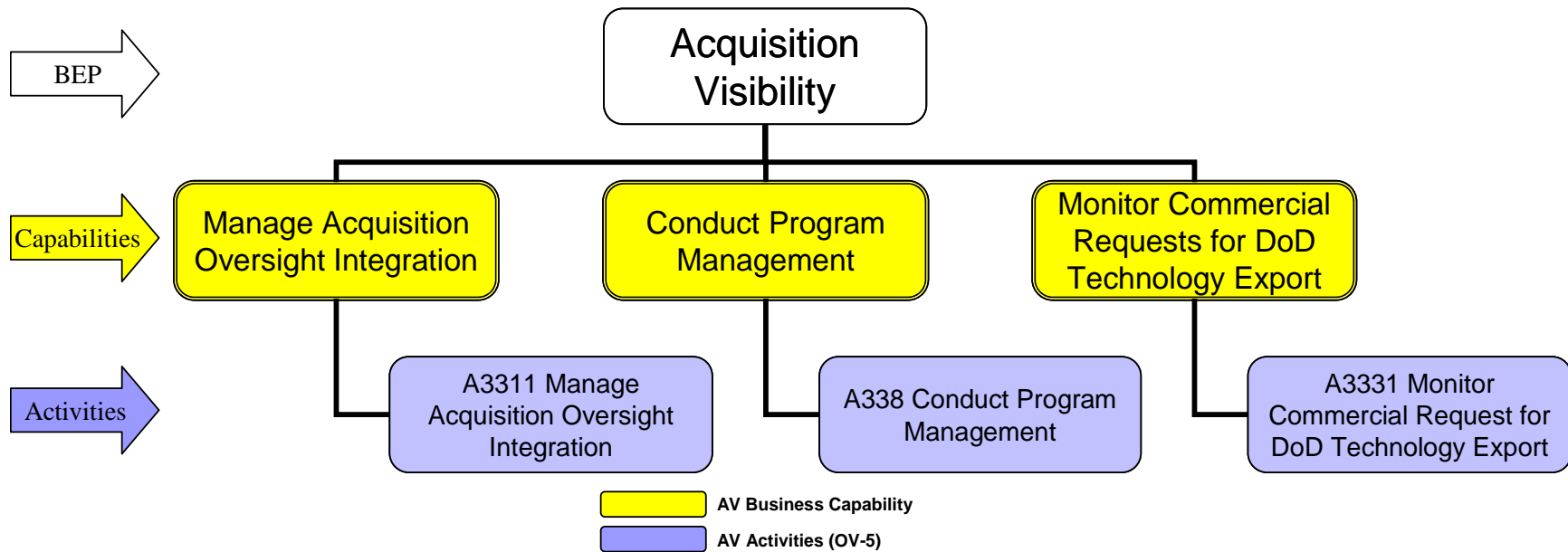
Acquisition Visibility brings transparency to acquisition information that is critical to supporting full life-cycle management of the Department's processes that deliver weapon systems and automated information systems.

Some of the benefits of these efforts are that users will have an increasing ability to drill down to relevant data, to organize for data collection, and to be more proactive as a result of the timeliness and depth of their data analysis. DAMIR tools will harness existing technology to exploit volumes of data and evolve as the enterprise meets new business challenges. In addition, USXPORTS already electronically disseminates export data and electronically transfers license application data among the interagency export community, resulting in savings to industry and the ability for DoD's position to be captured with other interagency positions.

Role of the BEA in Achieving Acquisition Visibility

Figure E2-1 illustrates the Acquisition Visibility Business Capabilities to the Business Enterprise Architecture developed for BEA 3.0. Table E2-1 provides additional detail on Business Capabilities and their associated capability targets. Table E2-2 illustrates the Acquisition Visibility Systems and Initiatives key to transformation and relate the initial contribution of each to specific Business Capabilities.

Figure E2-1: Acquisition Visibility and the Business Enterprise Architecture



Targets and Metrics for Personnel Visibility Business Capabilities

Table E2-1: Targets and Metrics for Business Capabilities

Capability: Manage Acquisition Oversight Integration Capability: Conduct Program Management Manages the integration of acquisition oversight performed by DoD, Components, and congressional committees of defense programs to determine current status, ascertain if the requirements are achievable and/or require modification. These activities include capabilities based acquisition, periodic and ad-hoc reporting, acquisition assessments, and the associated activities for program management.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Complete the Earned Value Management Pilot with the Army • Release the DAES Review component of DAMIR 	<ul style="list-style-type: none"> • Full SAR Implementation in Purview • Implement Web Services architecture with all three Services • Electronic SAR submission to Congress 	<ul style="list-style-type: none"> • Begin implementing DAES IPT Recommendations
Key Performance Parameters: <ul style="list-style-type: none"> • 90% of SAR, APB and DAES information being pulled from the Services • Users have 98% access to the appropriate DAMIR information, 98% of the time • DAMIR Virtual Library searching functionality completely integrated into DAMIR. • DAES Review functionality completely integrated into DAMIR. • DAMIR Purview expanded to contain all SAR unclassified data elements 		

Capability: Monitor Commercial Requests for DoD Technology Export - Supports federal level review and resolution and provides DoD regulatory review and recommendation for commercial business request to export DoD technology. This includes munitions and dual use technologies.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Final System Improvements – Jan 06 • FOC 	<ul style="list-style-type: none"> • Review System Performance 	<ul style="list-style-type: none"> • Expanded User Base
Key Performance Parameters: <ul style="list-style-type: none"> • The system shall receive case and technical data in electronic format from industry • Data submission into the USXPORTS System by industry, across government agencies, shall be required only once • The system shall respond to user queries against 4 years worth of case data in a timely manner • The system shall provide users access to the data through connectivity to the appropriate export control interagency systems 		

Role of Systems and Initiatives in Achieving Acquisition Visibility

Table E2-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Manage Acquisition Oversight Integration	Conduct Program Management	Monitor Commercial Requests for DoD Technology Export
Enterprise Systems	US Export Systems (USXPORTS)	S, EW, FL, CL			● ●
Enterprise Initiatives	Defense Acquisition Management Information Retrieval (DAMIR)	EL	●	●	
Component Systems	TBD				

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “●” under each Business Capability directly supported by the standard
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided
- FL = Provides a Capability at the Federal Enterprise Level
- CL = Provides a Capability at the Commercial Enterprise Level

Enterprise System: US Export Systems (USXPORTS)

Description and Objective: USXPORTS is a congressionally mandated, mission essential IT system, which is having a positive and lasting impact on our national security, homeland defense, and the US economy. USXPORTS, which rolled out Version 1.0 on June 1, 2004, is expediting the license application decision process while concurrently improving protection of national security interests and industry proprietary data. Its development was driven by the vision of the Office of the Under Secretary of Defense - Policy (OUSD (P)) to incrementally improve the automated export licensing process within and among Defense Technology Security Administration (DTSA), the Service Components, Department of State, and Department of Commerce. The system has automated a predominately paper-based process resulting in productivity enhancements, paper reduction, manpower savings, and reduced cycle times. These benefits are realized by both DoD and Industry. USXPORTS has achieved FOC and has improved throughput of export applications within DoD, resulting in a direct and dramatic impact on exports and the U.S. economy.

Approach:

USXPORTS electronically disseminates export data using an automated workflow process within DoD, and electronically transfers license application data among the interagency export community. DoD reviews license applications from a national security perspective. Functions include: auto-staffing; precedent search; basic and advanced search of structured and unstructured data; reporting; end-user checks; one-time staffing; and tiger team review. Without automation of the DoD internal review, DoD would not be able to receive electronic license applications, Industry would be required to provide applications in hard copy – a major cost to Industry, and DoD would not be fully supporting GPEA. DoC and DoS would not be able to send electronic applications, nor would the DoD position be able to be captured with other interagency positions.

Benefits:

- Automated workflow process
- Cost savings in the areas of consumables, manpower, and support infrastructure
- Improved “authoritative source” and accountability within DoD for management reporting regarding the processing of “dual use” and “munitions” export applications

6-Month Outcomes/Targets

- Final System Improvements - USXPORTS V4.0
- FOC 1/ 2006

12-Month Outcomes/Targets

- Review System Performance

18-Month Outcomes/Targets

- Expand user base

Enterprise Initiative: Defense Acquisition Management Information Retrieval (DAMIR)

Description and Objective: Defense Acquisition Management Information Retrieval (DAMIR) is a DoD initiative to provide enterprise visibility to acquisition program information. The primary goal of DAMIR is to streamline acquisition management and oversight by leveraging existing data sources using net-centric capabilities. DAMIR will enable the OSD, Military Services, Congress and other acquisition communities to access information relevant to their missions regardless of the agency or where the data resides. As DAMIR evolves, it will replace the legacy system Consolidated Acquisition Reporting System (CARS), which is a data input and reporting tool for program management oversight.

Approach:

- DAMIR will be implemented using a spiral development approach based on net-centric tenets to pull data as needed from official authoritative sources, post data once and use many times, and provide information assurance and security. DAMIR's implementation relies on Web Services and related technology to develop a performance-based integrated collaborative environment that provides a shared solution for end users to collaborate on enterprise acquisition program management oversight. DAMIR will allow users to drill down to relevant data organized for data collection, and to facilitate manager's ability to be proactive as a result of the timeliness and depth of their data analysis. The DAMIR tools will harness existing technology to exploit volumes of data and evolve as the enterprise meets new business challenges. The first phase of DAMIR includes Purview, an executive information system that provides SAR and DAES information on the desktop to include electronic access to Congress vice the traditional hardcopy SAR; the Virtual Library which provides web access to unstructured program documentation that resides in various automated sources throughout the enterprise; and DAES, which provides the capability to review and assess MDAP and MAIS program activity through a "stoplight" dashboard type approach. Additional iterations will expand the information pull to other enterprise authoritative data sources as well as provide access to collaborative tools that permits users in remote locations to work as if working collectively in the same location, sharing common corporate resources.

Benefits:

- Enterprise acquisition visibility to programs and status
- Ability to share information that is accurate, relevant, consistent, and accessible in near real-time
- Continuity and availability of the same data that program managers use to manage their programs on a daily basis
- Responsiveness to evolving management and oversight information needs
- Reduction of acquisition and management oversight workloads at all levels

6-Month Outcomes/Targets

- Complete the Earned Management Pilot with the Army
- Release the DAES Review component of DAMIR

12-Month Outcomes/Targets

- Full SAR Implementation in Purview
- Implement Web Services architecture with all three Services
- Electronic SAR submission to Congress

18-Month Outcomes/Targets

- Begin implementing DAES IPT recommendations

Common Supplier Engagement Plan Tables

Common Supplier Engagement

Common Supplier Engagement (CSE) is the alignment and integration of the policies, processes, data, technology and people to provide a consistent experience for suppliers and DoD stakeholders to ensure reliable and accurate delivery of acceptable goods and services to support the warfighter.

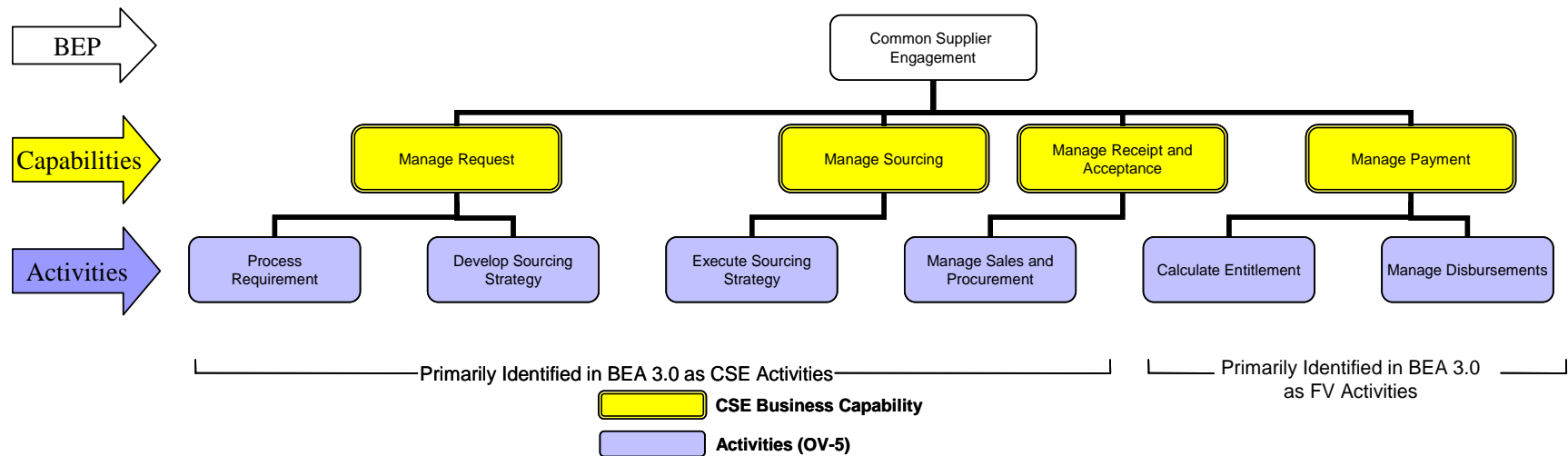
The primary goal of CSE is to simplify and standardize the methods which DoD uses to interact with commercial and government suppliers in the acquisition of catalog, stock, as well as make-to-order and engineer-to-order goods and services. CSE also provides the associated visibility of that related information to the warfighter and Business Mission Area.

Common Supplier Engagement will produce benefits such as improving supplier relationships through consistent data and processes between DoD and its commercial and government suppliers; improving reliability and accuracy of delivered goods and services; increasing the ability to meet socioeconomic goals through increased visibility of supplier activities; and increasing operation efficiencies in contingency and garrison operations through standardized data, processes and systems.

Role of the BEA in Achieving Common Supplier Engagement

Figure E3-1 illustrates the Common Supplier Engagement Business Capabilities to the Business Enterprise Architecture developed for BEA 3.0. Table E3-1 provides additional detail on Business Capabilities and their associated capability targets. Table E3-2 provides a mapping of the Business Capabilities and the DoD Enterprise-level or DoD Component-level system or initiative that enables the capability.

Figure E3-1: Common Supplier Engagement and the Business Enterprise Architecture



Targets and Metrics for Common Supplier Engagement Business Capabilities

Table E3-1: Targets and Metrics for Business Capabilities

Capability: Manage Request – The ability to process approved requirements, collect and analyze requirements, conduct market research, forecast demand, analyze spend data, develop or refine sourcing plan, identify agreement. (Maps to “Process Requirement” and “Develop Sourcing Strategy” activities in the BEA)		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Migrate Acquisition Spend Analysis Pilot (ASAP) functionality to an Enterprise data mart solution for Acquisition Spend Analysis Service (ASAS) • Conduct proof of concept for Advanced Requirements Management (ARM Pilot) 	<ul style="list-style-type: none"> • Initial production deployment of ASAS • Conduct ARM Pilot opportunity analysis 	<ul style="list-style-type: none"> • Second Production Deployment of ASAS with expanded capabilities
Key Performance Parameters: <ul style="list-style-type: none"> • % Requirements aggregated into Enterprise vehicles (ARM Pilot/ASAS) 		

Capability: Manage Sourcing - The ability to establish sourcing vehicle with government services, create draft request for proposal, review request proposal, and establish sourcing vehicle. (Maps to "Execute Sourcing Strategy" activity in the BEA)		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Provide central location for hosting strategic sourcing vehicles (e-STRATS) via deployment of Navy SeaPort-e as an interim solution • Defense Business Sourcing Environment (DBSE) concept decision and program approval • Deploy taxpayer identification number validations in Central Contractor Registration (CCR) with IRS • DBSE Milestone A • Contingency Contracting SF44 (CC-SF44) initial operational capability (IOC) Phase 1 for the battlefield 	<ul style="list-style-type: none"> • Deploy single catalogue purchase functionality (via DoD EMALL/GSA Advantage checkout) • Complete deployment of Standard Procurement System (SPS) version 4.2.2 to all current user sites • SPS version 4.2.3 Milestone C; begin deployment across DoD 	<ul style="list-style-type: none"> • Integration of CCR and FedReg for common buyer/supplier source of information • CC-SF44 initial operational capability (IOC) Phase 2 • Complete development of On-line Representations and Certifications Application (ORCA) expansion for DoD-level requirements
Key Performance Parameters: <ul style="list-style-type: none"> • % increase in EMALL transactions • % of sites on current SPS version • % of sites using CCR as source • % of sites requiring ORCA 		

Capability: Manage Receipt and Acceptance - The ability to execute contract, receive goods and services, accept goods and services, administer contract, and monitor and improve process. (Maps to “Manage Sales and Procurement” activity in the BEA)		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
	<ul style="list-style-type: none"> • Deployment of the Electronic Subcontract Reporting System (eSRS) throughout DoD • Wide Area Workflow (WAWF) full operational capability • Deploy machine-to-machine interface with Federal Procurement Data System – Next Generation (FPDS-NG) across DoD • Completion of Electronic Document Access (EDA) merge of EDA and the Navy/Air Force Interface (NAFI) functionality; deployment complete across DoD 	<ul style="list-style-type: none"> • Complete PPIRS transition and deployment • Complete deployment of WAWF across DoD
Key Performance Parameters: <ul style="list-style-type: none"> • % of sites using CPARS • % of documents posted to EDA • % invoices processed in WAWF • % of sites using eSRS for subcontract reporting information 		

Capability: Manage Payment – The ability to calculate entitlement, and disburse funds. (Maps to “Calculate Entitlement” and “Manage Disbursements” activities in the Financial Visibility section of the BEA)		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Define end-to-end process and data requirements for reimbursable Intra-Governmental Transaction (IGT) 	<ul style="list-style-type: none"> • DoD manages buyer/seller information on-line at Federal Agency Registration (FedReg) 	<ul style="list-style-type: none"> • IGT preferred alternative determined
Key Performance Parameters: <ul style="list-style-type: none"> • % of sites registered in FedReg 		

Role of Systems and Initiatives in Achieving Common Supplier Engagement

Table E3-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Manage Request	Manage Sourcing	Manage Receipt and Acceptance	Manage Payment
Enterprise Systems	Central Contractor Registration (CCR)	FW/EW/S	●●	●●	●●	●●
	Contractor Performance Assessment Reporting System (CPARS)	EW		●	●	
	DoD Electronic Mall (DoD EMALL)	EW	●	●	●	
	Electronic Document Access (EDA)	EW		●	●	●
	Electronic Subcontracting Reporting System (eSRS)	FW/EW			●	
	Excluded Parties Listing System (EPLS)	FW/EW	●	●	●	
	Federal Agency Registration (FedReg)	FW/EW/S	●●	●●	●●	●●
	Federal Business Opportunities (FBO)	FW/EW	●	●	●	

	System/Initiative	How Provides or Supports	Manage Request	Manage Sourcing	Manage Receipt and Acceptance	Manage Payment
Enterprise Systems	Federal Procurement Data System–Next Generation (FPDS-NG)	FW/EW	●	●	●	
	Federal Technical Data Solution (FedTeDS)	FW/EW		●		
	Online Representations and Certifications Application (ORCA)	FW/EW	●	●	●	
	Past Performance Information Retrieval System (PPIRS)	FW/EW	●	●	●	
	Standard Procurement System (SPS)	EW	●	●	●	●
	Wage Determinations On-Line (WDOL)	FW/EW		●	●	
	Wide Area Workflow (WAWF)	EW			●	●

	System/Initiative	How Provides or Supports	Manage Request	Manage Sourcing	Manage Receipt and Acceptance	Manage Payment
Enterprise Initiatives	Acquisition Spend Analysis Service (ASAS)	EW	●			
	Advanced Requirements Management Pilot (ARM Pilot)	EW	●			
	Contingency Contracting SF44 (CC-SF44)	EW	●	●	●	●
	Defense Business Sourcing Environment (DBSE)	EW	●	●	●	●
	e-Strategic Sourcing (e-STRATS)	EW	●	●	●	
	IntraGovernmental Transaction (IGT) (shared responsibility with FV) (See FV for Quad Chart)	EW/S	●●	●●	●●	●●
Component Systems	TBD					

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “●” under each Business Capability directly supported by the standard
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided
- FW (Federal-wide) – if the System/Initiative provides a homogenous implementation of the capability to the entire Federal Government (one solution that all Fed Gov uses), enter “FW” for How Provides or Supports and a “●” for each Business Capability provided
- ● Indicates primary capability supported. ● Indicates secondary capabilities supported

Enterprise System: Central Contractor Registration (CCR)

Description and Objective: The primary objective of CCR is to provide the Federal Government insight to its commercial supplier base. CCR is the single point of entry for commercial suppliers to provide organization information. CCR is the authoritative source of commercial supplier information in support of the sourcing and payment processes of the Federal Government. CCR is a system in the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- CCR is fully deployed in the DoD, continue to track usage
- Participate in development to ensure continued and improved usability

Benefits:

- Provides DoD the authoritative source / vendor master of commercial suppliers
- Provides single point of entry for commercial suppliers
- Provides search Capabilities for both public and government users
- Provides data sharing capabilities with Government procurement and electronic business systems
- Allows online data validation
- Supports market research, competition, and supplier visibility

6-Month Outcomes/Targets

- Deploy web-enabled taxpayer identification number validations with the Internal Revenue Service (IRS) to improve data accuracy
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Initiate work on web site redesign
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- All Component contract writing systems deploy direct interfaces to CCR to improve the use as authoritative source
- Integration of CCR with Federal Agency Registration (FedReg) for common buyer/supplier source of information
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Contractor Performance Assessment Reporting System (CPARS)

Description and Objective: CPARS is the authoritative source of commercial supplier performance information reported by Department officials. CPARS collects and manages an automated library of assessment reports of contractor performance completed by government officials, which provides a record, both positive and negative, on a given contract for a specific period of time. Each assessment is based on objective facts and is supported by program and contract management data. Assessment reports are then used in source selection processes as a qualitative input.

Approach:

- Complete migration of Army Past Performance Information Management System (PPIMS) functionality to provide enterprise-wide capability
- Continued monitoring of Component use to ensure complete deployment

Benefits:

- Provides DoD and warfighters insight to the performance of its commercial supplier base
- Provides single entry point for performance reports
- Provides Government officials ability to rate a contractor's performance on a given contract for a specified period of time
- Provides industry ability to submit comments regarding the Government's assessment
- Provides electronic "check and balance" where a senior official reviews each Government-contractor disagreement ensuring the final report card reflects a fair evaluation
- Provides completed report cards to be uploaded to PPIRS for use in best value evaluations across the Federal Government

6-Month Outcomes/Targets

- Complete transition plan for integration of Army's Past Performance Information Management System (PPIMS) into CPARS
- Continued sustainment and enhancement of additional capabilities/functionality as approved by Past Performance Working Group

12-Month Outcomes/Targets

- Complete PPIMS merge into CPARS to create one DoD feeder system into the Past Performance Information Retrieval System (PPIRS)
- Continued sustainment and enhancement of additional capabilities/functionality as approved by Past Performance Working Group

18-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by Past Performance Working Group

Enterprise System: DoD Electronic Mall (DoD EMALL)

Description and Objective: DoD EMALL provides the entry point for DoD, Federal, Industry (as agents for government) and Allied Nation purchasers to research and acquire off-the-shelf, finished goods and services from the commercial marketplace and government sources. DoD EMALL provides an advanced, web-based government e-procurement application while enabling a Common Supplier Engagement model.

Approach:

- The FY99 DoD Authorization Act stated, "...the Joint Electronic Commerce Program Office of the Department of Defense shall develop a single, defense-wide electronic mall system, which shall provide a single, defense-wide electronic point of entry and a single view, access, and ordering capability for all Department of Defense electronic catalogs."
- DLA was named the executive agent for DoD EMALL which remains dedicated to its DoD-wide mission but has also been extensively leveraged by the Department of Homeland Security.
- Provide enhancements that facilitate DoD-wide and Federal usage
- Provide enhancements that support the e-STRATS initiative

Benefits:

- Provides DoD a common solution for ordering goods and services via existing sourcing vehicles for the warfighter
- Streamlines the DoD ordering process for regular items of supply and simple services
- Leverages purchasing power across agencies to provide the Military Services & other Federal Agencies with volume discounts from suppliers
- Reduces transaction costs
- Provides level three data on all purchases for spend analysis & fraud protection

6-Month Outcomes/Targets

- Version 6.0 initial functional testing completed by July 2005
- Support spend analysis on all purchases by Oct 2005
- Full site technology replacement by Nov 2005
- Continued sustainment and enhancement of additional capabilities/functionality as approved by the EMALL Joint Requirements Board (JRB)

12-Month Outcomes/Targets

- Completion of GSA Advantage link to enable "shopping" within each site with one-time check-out
- Continued sustainment and enhancement of additional capabilities/functionality as approved by the EMALL JRB

18-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by the EMALL JRB

Enterprise System: Electronic Document Access (EDA)

Description and Objective: EDA provides secure online, electronic storage and retrieval capabilities of procurement information and documents across the DoD.

Approach:

- Merge exiting EDA with Navy Air Force Interface (NAFI) to reduce duplicative functionality among systems and increase efficiency within the DoD Business Process. This will result in a single solution, EDA. The merge will involve migrating all users and documents from NAFI to EDA with no loss of functionality to the users of either system. In addition to the current EDA functionality, the merge with NAFI will result in a more robust workflow for increased efficiency in the processing of Contract Deficiency Reports.

Benefits:

- Provides DoD and commercial suppliers web access to contracts and contract related documents increasing availability to all parties with need to view such information
- Increases accuracy of receipt and acceptance data by passing data electronically from the Standard Procurement System (SPS) to Wide Area Workflow (WAWF), allows for more efficient vendor payment

6-Month Outcomes/Targets

- Define business rules for merged EDA/NAFI program

12-Month Outcomes/Targets

- Release fully merged solution incorporating document storage, data storage, and workflow capabilities to all users within the DoD
- Evaluate merged system for improvements and additional requirements that will allow EDA to be deployed to a wider user community within the DoD
- Continue sustainment and enhancement of additional capabilities/functionality as approved by the EDA JRB

18-Month Outcomes/Targets

- Develop identified requirements and deploy to user community
- Continue sustainment and enhancement of additional capabilities/functionality as approved by EDA JRB

Enterprise System: Electronic Subcontracting Reporting System (eSRS)

Description and Objective: eSRS provides a single point of entry for commercial suppliers to report subcontracting actions. It is the authoritative source to provide the government with insight as to how its subcontracting dollars are being distributed among small and disadvantaged businesses in relation to socio-economic goals. eSRS is within the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- Established a DoD Migration Team to identify process improvements and deployment requirements
- Deploy to all procurement sites for the collection and monitoring of prime contractor subcontract reporting data

Benefits:

- Provides DoD insight into the Department's utilization of its extended industrial base
- Provides single point of entry for commercial suppliers and is the authoritative source for subcontracting information
- Automates the collection of prime contractor subcontract reporting data formerly done via the SF-294 and -295
- Provides on-line report generation capability for federal agencies
- Provides self-service and near real-time, searchable source
- Interfaces with Central Contractor Registration (CCR) and Federal Procurement Data System – Next Generation (FPDS-NG) to obtain primary source of vendor and prime contract validation

6-Month Outcomes/Targets

- Deployment of Initial Operating Capability (IOC) for subcontract reporting
- Deployment of Final Operating Capability for subcontract reporting

12-Month Outcomes/Targets

- Complete DoD deployment
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Excluded Parties Listing System (EPLS)

Description and Objective: EPLS is the on-line authoritative source of parties excluded from Federal procurement and non-procurement programs, commonly referred to as the debarred list. EPLS identifies those parties excluded throughout the U.S. Government from receiving Federal contracts or certain subcontracts and from receiving certain types of Federal financial and non-financial assistance and benefits. EPLS is a system within the Federal Integrated Acquisition Environment (IAE) initiative.

Approach:

- EPLS is fully deployed in the DoD, continue to track usage
- Participate in development to ensure continued and improved usability

Benefits:

- Ensures that DoD and the warfighter do not do business with prohibited commercial providers
- Provides a Federal web-based centralized authoritative source of information to ensure non-qualifying parties are prohibited from doing business with the Federal Government
- Provides pre-built and customizable search queries available for commercial and government users
- Includes 3 exclusion types: reciprocal, procurement, and non-procurement

6-Month Outcomes/Targets

- Complete re-compete of the design effort
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Federal Agency Registration (FedReg)

Description and Objective: FedReg provides the single authoritative source of Federal and Departmental entities engaged in intragovernmental transactions. FedReg allows each intragovernmental transaction to have information attached to it about each trading partner. FedReg is a system within the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- Complete deployment in DoD by assigning Agency Registration Officials, conducting training, and establishing guidance and policy
- Include FedReg as an authoritative source of government vendor data in concert with Central Contractor Registration

Benefits:

- Provides DoD and warfighter insight into its Department and Federal Government supplier base
- Provides authoritative Government-wide source to collect and disseminate Federal/DoD business partner data
- Provides POC and contract info to aid in transaction reconciliations
- Provides a Federal "Yellow Pages" – a place where Government buyers can go to find Government sources for goods and services
- Increases Federal sellers' visibility in the procurement arena and helps lower costs to the Government by potentially increasing competition

6-Month Outcomes/Targets

- DoD begins transition to using FedReg online
- DoD uses FedReg as authoritative source of intra-governmental buyer/seller info
- Inclusion of the Fiscal Station Number (FSN) data element
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Integration with CCR
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Federal Business Opportunities (FBO)

Description and Objective: FBO provides the single Government point-of-entry (GPE) for Federal Government procurement opportunities. Government buyers publicize opportunities by posting solicitation information directly to FBO via the Internet. Commercial suppliers can search, monitor and retrieve opportunities solicited by the entire Federal contracting community. FBO is a system within the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- FBO is fully deployed in the DoD, continue to track usage
- Participate in development to ensure continued and improved usability

Benefits:

- Provides DoD and the warfighter the single method to communicate needs to industry and promote competition for sourcing opportunities
- Provides single point of entry for commercial suppliers to search for opportunities
- Provides robust searching capabilities for vendors to locate relevant Federal solicitation information
- Provides government user with interested vendor list and sends e-mail notifications to vendors on applicable solicitation information
- Provides metrics module to give authorized government users ability to track aggregated FBO activity for their particular agency and office location

6-Month Outcomes/Targets

- Transition to follow-on system re-design
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Federal Procurement Data System – Next Generation (FPDS-NG)

Description and Objective: Provides visibility into all federal contract sourcing arrangements with commercial suppliers. It is a web-based system that offers both the public and Federal Government with a self-service, near real-time, searchable repository for information about unclassified government contracts with third party vendors. System will collect contract reporting data from all federal agencies. FPDS-NG is a system within the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- Deploy to all procurement sites for machine-to-machine or on-line reporting of procurement actions

Benefits:

- Provides single site for collection of procurement award information
- Collects and stores data related to all contract actions
- Interfaces with Central Contractor Registration (CCR) to obtain primary source of vendor validation
- Interfaces machine-to-machine with contract writing systems across the federal government to allow for near real time updates
- Allows for government and public users to run an array of standard, semi-configurable on-line reports as well as utilize more advanced ad hoc query feature

6-Month Outcomes/Targets

- Begin transition of DoD contract sites to the machine-to-machine interface
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Complete transition DoD contract reporting to FPDS-NG via the machine-to-machine interface
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Begin to decommission DoD feeder systems
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Federal Technical Data Solution (FedTeDS)

Description and Objective: Provides a single solution to disseminate acquisition-related sensitive but unclassified information associated with an active acquisition or solicitation to Federal Government vendors. FedTeDS is a system within the Federal eGov Integrated Acquisition Environment (IAE) initiative

Approach:

- Continue to deploy FedTeDS across DoD, continue to track usage
- Participate in development to ensure continued and improved usability

Benefits:

- Provides DoD a secure site for uploading sensitive but unclassified documents and ensures appropriate access to maintain competition for warfighter needs
- Interfaces with Central Contractor Registration (CCR) to obtain primary source of vendor validation
- Integrates with Federal Business Opportunity (FedBizOpps) to provide user with link to FedTeDS when a solicitation has related sensitive but unclassified information associated with it

6-Month Outcomes/Targets

- Implement a continuity of operations (COOP) site
- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Online Representations and Certifications Application (ORCA)

Description and Objective: ORCA is the single entry point for suppliers to assert their compliance with Federal law via submission of Federal Acquisition Regulation (FAR)-required Representations and Certifications. It provides Government Contracting Officers the authoritative source of that information. ORCA is a system in the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- Incorporated Defense FAR Supplement (DFARS) required representations and certifications into the ORCA system
- Develop an extract based on IAE standards to facilitate use by automated contract writing systems

Benefits:

- Ensures DoD and warfighters do business with commercial entities that comply with U.S. law
- Provides the authoritative source of representations and certifications
- Provides a single point of entry for commercial suppliers
- Adds the ability for contractors to address DoD-wide provisions in addition to current ability to address Federal-wide provisions
- Provides ability to review the latest relevant contractor record within ORCA electronically for integration with eBusiness systems

6-Month Outcomes/Targets

- Identify the DFARS provisions to be included
- Work with IAE and user groups to identify requirements for extract
- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Complete automated contract writing system interfaces
- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE
- Complete development of ORCA expansion

Enterprise System: Past Performance Information Retrieval System (PPIRS)

Description and Objective: PPIRS is the authoritative source for contract performance assessment reports submitted by Federal government officials. A module in development would expand PPIRS to interface with Component primary delivery systems in order to collect quantitative performance information (such as on-time delivery) for statistical reporting. PPIRS is a system within the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- Confirm and gain acceptance on system requirements for enterprise-wide implementation of statistical reporting enhancements
- Expand current limited pilot already underway to deploy statistical reporting capability across DoD by integrating with targeted component delivery systems
- Establish policy to require SR for contracts under the \$100K threshold

Benefits:

- Provides DoD and warfighters visibility into the performance of commercial suppliers
- Provides a single point of retrieval of performance reports submitted Federal-wide
- Provides quantifiable, objective evaluations of vendor performance that can be compared across the enterprise
- Combined with the current PPIRS report cards module, creates a single, paperless past performance system which provides a holistic view of contractor performance and is capable of handling all contracts regardless of contract threshold

6-Month Outcomes/Targets

- Complete analysis of initial piloted effort, determine needs for any additional requirements, establish interface standards
- Conduct workforce training and begin roll out of statistical reporting
- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- Establish policy to use new integrated system
- Complete roll out to targeted systems
- Institutionalize process within architecture
- Continue sustainment and enhancement of additional functionality as approved by IAE

18-Month Outcomes/Targets

- Complete transition and deployment
- Continue with training and user support efforts
- Continue sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Standard Procurement System (SPS)

Description and Objective: SPS provides enterprise-wide contract writing and management capabilities and is a key enabler providing visibility into sourcing actions of major weapon systems, materiel and services of the Department. It allows for a standard method for producing agreements with suppliers. SPS v4.2.3 will provide a web-based capability to support the contracting activities for Post/Camp/Station, Major Weapon Systems and Inventory Control Point functions.

Approach:

- All users will migrate to SPS v4.2.2 in order to upgrade to SPS v4.2.3 which will provide the following capabilities:
 - Provides a significantly more robust technical architecture
 - Enhances capability to support current and additional user communities
 - Preserves current functionality for existing communities' business needs
 - Provides FPDS-NG machine to machine connection
 - Provides EDA connection
 - Provides potential WAWF direct connection
 - Stores ORCA and WDOL pdf's
- The migration to SPS v4.2.3 will commence in July 2006 and will facilitate the migration from legacy contract writing systems

Benefits:

- Provides DoD standard contract writing capabilities in accordance with statutes and regulations
- Ensures legal and financial sufficiency of DoD sourcing practices
- Provides the authoritative source of sourcing information
- Aligns disparate business process around a common enterprise solution
- Enables the migration and retirement of many legacy component systems
- Increases data integrity across DoD
- Provides more accurate information transfer throughout the supply chain

6-Month Outcomes/Targets

- Deployment of SPS v4.2.2 will continue to all current users and some Weapon System communities, e.g. NAVAIR
- Collect lessons learned and potential process and system improvements from the deployments
- Development of SPS v4.2.3 will be completed and testing will commence

12-Month Outcomes/Targets

- SPS v.4.2.3 will achieve Milestone C decision in February 2006 and begin deployment in July 2006
- Deployment of v4.2.2 will be completed to all current user communities

18-Month Outcomes/Targets

- All communities will be actively deploying SPS v4.2.3 throughout this time period
- Based on user feedback, some additional updates may be made to the system. This transition and retirement of Component legacy contract writing systems should begin at this time

Enterprise System: Wage Determinations Online (WDOL)

Description and Objective: WDOL provides a single location for federal contracting officers to obtain appropriate Service Contract Act (SCA) and Davis-Bacon Act (DBA) wage determinations (WD) for each official contract action. WDOL is a system within the Federal eGov Integrated Acquisition Environment (IAE) initiative.

Approach:

- Deploy for use in DoD upon policy change by Department of Labor
- Contracting officer may go to this site to check wage determinations rather than requesting paper determinations

Benefits:

- Ensures DoD does business with commercial suppliers that comply with Federal law and requirements related to employee compensation
- Provides contracting officers direct access to the Department of Labor's "e98" website to submit a request for SCA WDs for use on official contract actions
- Provides availability to all government agencies, contractors, labor unions, and the general public

6-Month Outcomes/Targets

- Department of Labor to issue updated FAR policy July 31
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

12-Month Outcomes/Targets

- DoD fully deployed (dependant on DoL policy change)
- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

18-Month Outcomes/Targets

- Continued sustainment and enhancement of additional capabilities/functionality as approved by IAE

Enterprise System: Wide Area Workflow (WAWF)

Description and Objective: WAWF provides the Department and its suppliers the single point of entry to generate, capture, and process invoice, acceptance, and payments related documentation and data to support the DoD asset visibility, tracking, and payment processes. It provides the nexus of information related to acceptance of goods and services in support of the DoD supply chain.

Approach:

WAWF is still being enhanced to meet the changing needs of the user communities. Additional improvements that will be enacted and/or investigated include using WAWF for processing the transfer of Government Furnished Property, connecting WAWF to emerging Component Enterprise programs via the Common Adaptive Strategy, integrating with the Standard Procurement System (SPS), using WAWF to process IntraGovernmental Transaction (IGT) and integrating WAWF with the transportation systems to provide visibility of these shipments from point of shipment to receipt.

Benefits:

- Provides DoD and the warfighter insight into the supply chain for goods/services received
- Ensures collection of Item Unique Identifiers (IUIDs) to support monitoring of the movement of physical assets
- Provides suppliers a single method for invoice submission enabling payment
- Improves accuracy, timeliness and integrity of data exchanged; and eliminates errors associated with human data transcription
- Eliminates costs associated with manual data entry and rework from errors
- Creates standard data that can be shared by a wider range of communities

6-Month Outcomes/Targets

- System Release v3.0.9 – enhanced functionality includes capability to process receipt and acceptance of government furnished property, enhanced UID processing capability, and ability to view financial payment status

12-Month Outcomes/Targets

- System Release v3.0.10 – enhance functionality includes additional GFP processing capability and an interface with Navy ERP

18-Month Outcomes/Targets

- Continue to identify functionalities that will enable the system to be better utilized by all services and agencies throughout DoD
- FOC and full deployment across the DoD

Enterprise Initiative: Acquisition Spend Analysis Service (ASAS)

Description and Objective: The Acquisition Spend Analysis Pilot (ASAP) (an OSD NII FY04 RAIN-NC pilot) demonstrated the ability to aggregate the Department's contractual information into a common data model providing an enterprise view of spend. Acquisition Spend Analysis Service (ASAS) will expand ASAP to support DoD-wide Strategic Sourcing by providing an enterprise wide spend analysis capability that can access data across disparate databases; aggregate that data to a common, enterprise view; and make spend data visible and available for analysis across the Department.

Approach:

- Adopt a disciplined program framework for full realization of Enterprise Spend Analysis Capability
 - With Army as the Executive Agent (EA), continue to work through the joint Community of Interest (COI) to work towards a fully deployable solution with 6, 12, and 18 month incremental phases
- Use pilot results to address the May 20, 2005 OMB guidance on implementing Strategic Sourcing
- Continue to partner with NII on developing a strategy for Net-Centric Enterprise Services (NCES) Integration, to include:
 - Working with industry to better meet DoD's net-centric requirements
 - Investigating the recent wave of BI/EII partnerships
 - Develop strategy for creating Service Level Agreements (SLAs) for COI services

Benefits:

- Provides DoD insight to buying patterns in order to support the most efficient sourcing strategies for the warfighter
- Provides a common understanding view of spend (CDM) that is extensible across the Enterprise
- Provides a management tool to identify issues related to data quality, accuracy, and completeness
- Allows community to identify various sub-optimal purchasing trends
- Provides ability to compare workload across enterprise and look for opportunities to leverage across Agencies

6-Month Outcomes/Targets

- Migrate ASAP functionality to ETL/data mart solution
- Fix scalability and performance problems identified in the pilot phase
- Add capability to allow for concurrent users
- Access additional contract data available in the Air Force (AF) and Army Contract Business Intelligence Systems

12-Month Outcomes/Targets

- Initial Production Deployment
- Implement data cleansing
- Enhance front-end analytics
- Expose additional data from all contract writing systems across AT&L (e.g., Army, Navy, AF, ODAs, etc)

18-Month Outcomes/Targets

- Second Production Deployment with expanded capabilities
- Canned reporting services web-service enabled to share with other users, apps in the Enterprise

Enterprise Initiative: Advanced Requirements Management Pilot (ARM Pilot)

Description and Objective: The ARM pilot solution will demonstrate requirements discovery capability to support DoD-Wide strategic sourcing regarding demand management and forecasting. It will prove the possibility to search, discover, understand and access unstructured requirements data across the DoD and enable data visibility by tagging data assets to identify the category of good or service requested in the requirement, the requirement initiator and owner, and the requirement data asset location, in support of Common Supplier Engagement and Acquisition Visibility transformation priorities.

Approach:

- Use the Acquisition Spend Analysis Service (ASAS) initiative's architecture, Net-Centric Enterprise Services (NCES), joint functional and technical Community of Interest (COI), best practices, and lessons learned for continuous evaluation and improvements of strategic sourcing capabilities, requirements, and objectives
- Prove key tenets of AT&L discovery architecture including indexing unstructured data with an AT&L taxonomy and discovering and aggregating similar unstructured data

Benefits:

- Provides early identification of warfighter needs to affect efficient supply chain delivery of goods and services
- Automates the quantitative aspects of a requirements gathering and analysis; eliminating a large portion of the manual data call process otherwise necessary.
- Provides managers capability to do analysis at any time with better quality, more complete and timely data
- Increases the likelihood of discovering new sources of requirements data and aggregating like demand for strategic sourcing, by proving a Net-Centric approach to Requirements Management is feasible, the pilot solution can be extended to the rest of the enterprise
- Provides a scalable solution, thereby dramatically reducing future development and deployment costs

6-Month Outcomes/Targets

- Develop MOA and funding estimates, obtain funding, conduct kick-off meeting, develop project charter, spend plan, and project plan
- Define operational and data requirements, define taxonomy and architecture, COTS, map existing data models to target, define proof of concept plan
- Conduct Proof of Concept

12-Month Outcomes/Targets

- Develop pilot components, develop technical documentation, conduct testing, mitigate IA risks
- Develop training, gather lessons learned, conduct performance testing, develop post-pilot implementation plan, measure success according to net-centric checklist and functional evaluation survey
- Conduct opportunity analysis

18-Month Outcomes/Targets

- Execute any post-pilot implementation
- Enhance capabilities
- Resolve functional and technical issues identified during testing and evaluation

Enterprise Initiative: Contingency Contracting SF44 (CC-SF44)

Description and Objective: Develop a man-portable, stand-alone capability that can allow deployed Contingency Contracting Officers (CCOs) or Ordering Officers in theater to work independently in an austere environment, to publish both purchase orders and contracts.

Approach:

- During contingency battlefield situations, CCOs must quickly and decisively act to procure goods and services in support of the warfighter in theater. Presently, this is done by use of a Standard Form 44 (SF44), a three part carbon form, which serves as a contract, purchase order and/or invoice to the vendor
- Create an electronic system that supports the CCO use of the SF44 with no external support require will provide the technology in theater to support this operational capability and integrate the SF44 information with back-end business processes to increase spend intelligence

Benefits:

- Provides deployed warfighters an efficient mechanism to obtain goods and services on the battlefield
- Updates the paper-based SF44 process for CCOs with portable electronic solution
- Provides near-real-time visibility on items procured, delivered, and money obligated throughout the CCO community, as well as the ability to transfer information easily to home offices
- Expands the capabilities of CCOs in theater, increasing their support to the warfighter
- Provides data on contingency actions for analysis to improve procurement and logistics activities

6-Month Outcomes/Targets

- Demonstrate Handheld Capability and Battle Ready Contingency Contracting System (BRCCS) Installer, 10/2005
- First Test Unit equipped with BRCCS Installer and SF44 Handheld, 12/2005
- Phase I IOC Achieved; Replaces current fielded version BRCCS, 2/2006

12-Month Outcomes/Targets**18-Month Outcomes/Targets**

Phase II

- System Demonstration, 6/2006
- First Unit Equipped, 8/2006
- IOC, 11/2006

Enterprise Initiative: Defense Business Sourcing Environment (DBSE)

Description and Objective: The Defense Business Sourcing Environment (DBSE) (ACAT 1AM designated MAIS program) will provide the DoD enterprise a standard and automated end-to-end sourcing capability by which supplies and services are acquired in support of the warfighter. DBSE will provide the common core enterprise service for DoD sourcing and enable a Common Supplier Engagement Model from requisition to payment by delivering an integrated suite of new & existing DoD-wide capabilities.

Approach:

- An Analysis of Alternatives (AOA) was tasked on 23 November 2003 by AT&L to assess future sourcing requirements in consideration of previously identified capability gaps within the current DoD sourcing solutions
 - The Air Force has been the Executive Agent (EA) leading the AOA effort and joint study team, and will continue to lead the effort to Milestone (MS) A
- It is anticipated that the Defense Business System Acquisition Executive (DBSAE) will lead this program
- In order to accelerate the delivery of capabilities, DBSE will have 3 deployment increments:
 - #1 from 01/2006, MS B1 in 6/2006 and MS C1 in 09/2010
 - #2 from 08/2009, MS B2 in 2/2010 and MS C2 in 03/2012
 - #3 from 05/2011, MS B3 in 12/2011 and MS C3 in 06/2013
 - *Note that these dates are notional as the AoA has not yet been completed*

Benefits:

- Provides DoD and the warfighter a single, unified environment for sourcing capabilities
- Utilizes Commercial Best Practices and standards, and reduces the technological footprint for savings on sustainment costs
- Provides true end-to-end processing of requirements through the sourcing process
- Supports the implementation of a common data strategy and the exposure of sourcing (contract) data at the DoD Enterprise-level
 - Seamless department-wide view of acquisition and sourcing
- Helps DoD leverage it's buying power and enable strategic sourcing

6-Month Outcomes/Targets

- Initial Capabilities Document (ICD) is in final staffing expect completion
- Concept Decision
- AoA final report
- Complete TDS
- New Start Notification
- Milestone A
 - Technology development phase begins

12-Month Outcomes/Targets

- PMO Established
- Technology Developments and Demonstrations conducted

18-Month Outcomes/Targets

- Completion of Technology Demonstrations & Assessments

Enterprise Initiative: e-Strategic Sourcing (e-STRATS)

Description and Objective: e-Strategic Sourcing (e-STRATS) will provide the Department with a common capability for placement and management of task and delivery orders against previously competed, strategically sourced contracts. The Department's existing enterprise systems (SPS and DoD EMALL) do not have the capability to host these contracts or to provide for decentralized, best-value ordering and administration.

Approach:

- DoD use the Navy's SeaPort-e infrastructure as an interim/pilot solution to host the Administrative/Clerical Support ID/IQ contracts (the first Department-wide strategically sourced contracts).
 - Using this web based system, task orders against the strategically sourced multiple award IDIQ type contracts will be made available for use across the Enterprise
 - The SeaPort-e infrastructure has proven reliability and well established business rules that support the end-to-end requirements, solicitation, proposal evaluation, and task order award and administration processes
 - The system also provides centralized reporting capabilities that will support the scorecard requirements of the commodity council
- A more robust, final-state solution enabled under the DBSE program

Benefits:

- Provides DoD visibility and access to DoD wide and Service/ Component specific multiple award contracts through a single point of entry
- Establishes common business processes for all stakeholders (e.g., requirements and contracting personnel and vendors)
- Enables monitoring of compliance with mandatory use contracts
- Serves as a catalyst on the approach for managing enterprise capabilities
- Supplies relevant benchmarks, scorecards, and information for DoD CAO reports to OMB/OFPP

6-Month Outcomes/Targets

- Configuration & use of SeaPort-e as an interim Enterprise solution
- Coordination with DLA and the DoD EMALL Joint Requirements Board (JRB) to explore enhancements to DoD EMALL as a mid-state solution
- Coordination with the Strategic Sourcing Directors Board (SSDB) to identify/define specific DoD-wide capabilities and requirements

12-Month Outcomes/Targets

- Continued use of SeaPort-e as an interim Enterprise solution
- Planning by the DoD EMALL JRB to implement approved enhancements to DoD EMALL in order to establish a mid-state solution
- Validation of SSDB defined requirements by the Contracting and Procurement IPT for delivery to the DBSE Program and BEA

18-Month Outcomes/Targets

- Continued use of SeaPort-e as an interim Enterprise solution
- Implementation of approved enhancements to DoD EMALL in order to establish a mid-state solution for other commodities
- Continued documentation of Strategic Sourcing capabilities under the DBSE Program and assured alignment with in the BEA

(This page intentionally left blank)

Material Visibility Transformation Plan Tables

Material Visibility

The Materiel Visibility (MV) Business Enterprise Priority is defined as the ability to locate and account for materiel assets throughout their lifecycle and provide transaction visibility across logistics systems in support of the joint warfighting mission.

Materiel Visibility will provide users with timely and accurate information on the location, movement, status, and identity of unit equipment, materiel and supplies, and the ability to act upon that information to improve supply chain performance. The MV BEP will improve the delivery of warfighting capability to the warfighter as measured in terms of responsiveness, reliability and flexibility.

One benefit of Materiel Visibility will be the capability to account for and report all material costs incurred to acquire and bring a military equipment asset to a form and location suitable for its intended use. Materiel Visibility will also provide the ability to see, locate and account for materiel assets through their lifecycle, with transaction visibility across logistics systems in support of joint warfighting mission and in support of a tiered and hierarchical and federated architecture supported by the two major agents for MSSM (DLA and USTRANSCOM) in partnership with the other Components.

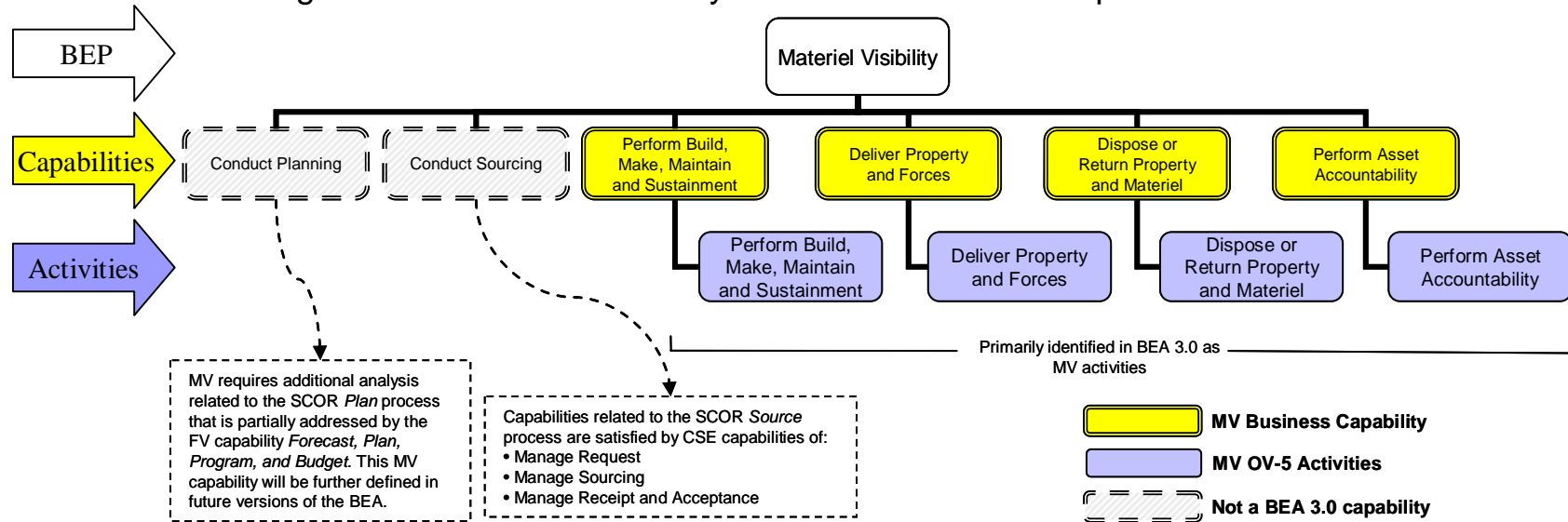
Role of the BEA in Achieving Materiel Visibility

The BEA represents the “To Be” end state, which is not an isolated goal, but a means to achieve specific Business Capabilities to attain the BEP.

The BEA will provide value for Materiel Visibility, particularly in the key areas of establishing common processes, best practices, business rules, and data standards. For example, BEA 3.0 breaks down each of the core Business Capabilities into its core component parts. This breakdown further enables the Materiel Community to articulate at the activity level the expected impacts of any particular initiative, and, therefore, how those initiatives will support both specific capability enhancement(s) as well as the overall priority of enhancing Materiel Visibility.

Figure E4-1 maps Materiel Visibility Business Capabilities to the BEA operational activities in the Operational Activity Model (OV-5). Table E4-1 provides additional detail on Business Capabilities their relationship to the architecture and capability targets.

Figure E4-1: Matériel Visibility and the Business Enterprise Architecture



Targets and Metrics for Materiel Visibility Business Capabilities

Table E4-1: Targets and Metrics for Business Capabilities

<p>Capability: Perform Build, Make, Maintain and Sustainment - Ability to develop, sustain, maintain, or upgrade property and equipment. (Maps to “Perform Build, Make, Maintain and Sustainment” activity in the BEA 3.0.)</p> <p>Capability: Deliver Property and Forces - Ability to satisfy the needs of internal and external customers, as evidenced by orders (i.e. requisitions, purchase orders or contracts), by issuing or transporting forces, inventory and related materials or capital equipment. (Maps to “Perform Asset Accountability” activity in the BEA 3.0.)</p> <p>Capability: Dispose or Return Property and Materiel - Ability to send goods and equipment back into the supply chain when they are received in error, in excess of required quantities, or defective, obsolete, damaged, or worn until rendered no longer useful in their current condition. It also includes the disposal of real property by demolition or transfer. (Maps to “Dispose or Return Property and Materiel” activity)</p>		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Begin to capture MEV data linked directly to IUID data • IUID Registry established and enhanced to accept IUID legacy data for property in inventory and operational use, and DoD property in the possession of contractors • DFARS Rule for all new contracts and solicitations with GFP to apply IUID for property management and reporting • All Program IUID Implementation Plans and Automated Information System (AIS) plans completed and submitted to their respective Milestone Decision Authority • Extension of Tactical RFID USMC implementation at Camp Lejeune and launch at 3 selected aerial ports • Identify systems within USTRANSCOM and Transportation Component Commands (TCCs) using MILS 	<ul style="list-style-type: none"> • IUID STANAG ratification by NATO Asset Tracking Working Group • Full capability for electronic management of DoD property in the possession of contractors • Implement RFID tagging for all Class I commodities, and Classes IIIP, IV, V, VII, VIII, and IX shipments to distribution depots, aerial ports, and maintenance facilities • Monitor trading partner migration performance from MILS 	<ul style="list-style-type: none"> • Demonstrate an integrated IUID data environment • All serially managed assets registered in the IUID Registry • Fully integrated capability for uniquely identifying and marking of personal property items in all organic depots • Suppliers apply passive RFID tags to all shipments for all commodities • Monitor trading partner migration performance from MILS
<p>Key Performance Parameters:</p> <ul style="list-style-type: none"> • Warfighter—Level 1: Force Readiness, Force Sustainment; Level 2: Materiel Support, MC Rates • Logistics process—Level 1: Logistics Chain Reliability, Logistics Chain Effectiveness; Level 2: Perfect Order Fulfillment, Logistics Chain Cycle Time • Resource planning—Level 1: Logistics Chain Cost-Effectiveness, Logistics Chain Cost-Effectiveness; Level 2: Total Logistics Chain Cost; Total Logistics Chain Cost Percentage • RFID-% of locations having ability to read/write passive RFID; % consolidated shipments flowing into Iraq and Afghanistan having active RFID tag • IUID-40% of personal property items and affiliated embedded items meeting IUID for ACAT 1D programs • IUID – 30% of personal property items and affiliated embedded items meeting IUID criteria for non-ACAT 1D programs • MILS to EDI or XML-% of trading partners successfully migrated 		

Capability: Perform Asset Accountability - Ability to record accountability and control for all property throughout its lifecycle, from when the government takes title to or possession of property until when formally relieved of accountability by authorized means. It establishes the responsibility imposed by law, lawful order, or regulation, accepted by the Department for keeping accurate records, to ensure control of property, with or without physical possession. (Maps to “Perform Asset Accountability” activity in the BEA 3.0.)		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> Initial program valuations completed (100% of total universe) 	<ul style="list-style-type: none"> Account for and report “full cost” to acquire and bring a military equipment (ME) asset to a form and location for its intended use. CAMS-ME Release 1.1 IOC Establish database for baseline balances for FY07. CAMS-ME Release 1.1 FOC 	<ul style="list-style-type: none"> Approval to obligate funds for ME production database. CAMS-ME Increment 2 Milestone B
Key Performance Parameters: <ul style="list-style-type: none"> Number of programs with valuations Percentage completion in development of enterprise baseline maintenance and update tool 		

Notes:

- Business Capabilities will be enabled concurrently through three (3) distinct initiatives (i.e., IUID, RFID, and MEV).
- Logistics BSC Supply Chain Management Metrics Level 1 (L1) and Level 2 (L2), JLB approved, will be used across capabilities

Role of Systems and Initiatives in Achieving Materiel Visibility

Initiatives identified by the Supply Chain Support organization play major roles in attaining Materiel Visibility. The initiatives that have been selected satisfied each of the following criteria:

- Supports one or more of the desired business capability targets in either the 6, 12, and/or 18-month timeframes
- Transformational in nature
- Cross-functional and/or Cross-Component in nature (i.e., enterprise solutions)

While a number of initiatives may satisfy each of the criteria, the MV BEP has been narrowed to the four most strategic initiatives in order to ensure adequate and appropriate focus and resource allocation is made that will yield the highest likelihood for success. Including additional initiatives at this time will increase the risk associated with success to a point of diminishing returns.

Table E4-2 provides a high-level representation of each Enterprise initiative that depicts its contribution to achievement of the Business Capability. Some initiatives provide standards that enable Business Capabilities, while others provide specific Business Capabilities either at the DoD Enterprise-level by ensuring the interoperability of Component solutions (i.e., heterogeneous solution) or DoD Enterprise-wide (i.e., homogeneous solution).

Table E4-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Deliver Property and Forces	Dispose or Return Property and Material	Perform Build, Make, Maintain, and Sustainment	Perform Asset Accountability
Enterprise Systems	Capitol Asset Management System – Military Equipment (CAMS-ME) ¹	EL				●
Enterprise Initiatives	Military Equipment Valuation (MEV)	EW				●
	Item Unique Identification (IUID)	EL	●	●	●	
	Radio Frequency Identification (RFID)	EL	●	●	●	
	Transition from MILS to EDI or XML (MILS to EDI or XML)	S	○	○	○	○
Component Systems	TBD					

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “○” under each Business Capability directly supported by the standard
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided

¹ CAMS-ME Approach, Benefits and Outcomes/Targets are contained in the MEV chart on the following page.

Enterprise Initiative: Military Equipment Valuation (MEV)

Description and Objective: Provide DoD the capability to account for and report all materiel costs incurred to acquire and bring a military equipment asset to a form and location suitable for its intended use.

Approach:

- Military Equipment Valuation business capabilities will be incrementally deployed. Four business capabilities are included in this initiative: establishing work-in-process, creating an asset value, conducting fixed asset accounting, and performing asset accountability. Increment 1 of CAMS-ME will provide for the first 3 capabilities based on manual feeds. Increment 2 of CAMS-ME will be based on process changes in acquisition planning and contract writing, and receipt and acceptance to allow automated processing of account establishment in work-in-process. Additional process and system changes in accountability systems will allow automated asset disposition inputs from cleansed accountability systems

Benefits:

- There are 2 primary benefits
1. Provide decision makers with accurate, timely, complete, reliable, and consistent information upon which to make investment decisions.
 - by calculating gross book value, accumulated depreciation, depreciation expense per period, gain/loss associated with disposition, and WIP balances quarterly
 - by supporting the preparation and execution of budgets
 2. Gain and maintain the public's trust
 - by providing the ability to manage approximately 1,000 acquisition programs that meet the Federal Accounting Standards Advisory Board (FASAB) standards
 - by providing a complete audit trail to facilitate audits
- Other benefits include establishing the ability to add new programs and new contracts annually, providing for adequate agency management reporting, and facilitating the preparation of financial statements and other financial reports in accordance with Federal accounting and reporting standards

6-Month Outcomes/Targets

- Automation of current manual spreadsheets with CAMS-ME Prototype
- Initial Program Valuations Completed (100% of total universe)

12-Month Outcomes/Targets

- Account for and report "full cost" to acquire and bring a military equipment (ME) asset to a form and location for its intended use. CAMS-ME release 1.1 IOC
- Establish database for baseline balances for FY07. CAMS-ME release 1.1 FOC

18-Month Outcomes/Targets

- Approval to obligate funds for ME production database. CAMS-ME Increment 2 Milestone B

Enterprise Initiative: Item Unique Identification (IUID)

Description and Objective: Item Unique Identification (IUID) is the strategic imperative for uniquely identifying tangible personal property items that enables the accurate, timely recording of information on the location, movement, status and identity of equipment, matériel and supplies to ensure accurate acquisition, repair, and deployment of items in an efficient and effective manner.

Approach:

- Leverages existing open and internationally recognized part marking standards in constructing the IUID policy
- Expand existing policies requiring unique identification
- Establish a central IUID Registry of Unique Item Identifiers (UII) that associates item data from multiple information systems through globally unique ubiquitous identifiers
- Utilize WAWF receipt/acceptance/invoice as the electronic transaction tool to register new items in the IUID Registry
- Enhance Wide Area Workflow (WAWF) to update IUID Registry for property transfers
- Effect changes for integration with Plant Clearance Automated Reutilization Screening System, Lost Damaged and Destroyed On-line system, and Defense Medical Logistics Support System, as well as inventory, property book and maintenance systems

Benefits:

- Provide item visibility regardless of platform or "owner"
- Supply data for logistics and engineering analysis
- Provide an accurate source for property and equipment valuation/accountability
- Improve access to historical data for use during systems design and throughout the life of an item
- Provide better item intelligence for the warfighter for operational planning
- Reduce workforce burden through efficiencies
- Enable condition-based maintenance
- Achieve lower life-cycle cost of item management

6-Month Outcomes/Targets

- DFARS Rule for all new contracts and solicitations with GFP to apply IUID for property management and reporting
- All Program IUID Implementation Plans and Automated Information System (AIS) plans completed and submitted to their respective Milestone Decision Authority

12-Month Outcomes/Targets

- IUID STANAG ratification by NATO Asset Tracking Working Group
- Full capability for electronic management of DoD property in the possession of contractors

18-Month Outcomes/Targets

- Demonstrate an integrated data environment
- All serially managed assets registered in the IUID Registry
- Fully integrated capability for uniquely identifying and marking of personal property items in all organic depots

Enterprise Initiative: Radio Frequency Identification (RFID)

Description and Objective: Within the collective suite of Automatic Identification Technology (AIT) applications, RFID is a family of technologies that enables hands-off processing of matériel transactions. RFID is a transformational technology and will play a vital role in achieving the DoD vision for implementing knowledge-enabled logistic support to the warfighter through fully automated visibility and management of assets. Employment of RFID allows DoD to re-apportion critical manpower resources to warfighting functions and to streamline business processes, in partnership with industry that benefits both enterprises

Approach:

- RFID technology will be implemented through a phased approach, applied both to supplier requirements and DoD sites. Shipments of goods and materials will be phased in by procurement methods, classes/commodities, location and layers of packaging. (Phase I) Starting in 2005, RFID tagging will be required for DoD manufacturers and suppliers who have new contracts issued with the appropriate contract clause. Selected items in classes of supply I, II, VI, & IX scheduled for shipment to the Defense Distribution Depots at Susquehanna, PA and San Joaquin, CA will require RFID tags to be placed on all individual cases, all cases packaged within palletized unit loads, and all palletized unit loads. (Phase II) In 2006, the requirement for RFID tags will be expanded to cover the remaining classes of supply shipped to other distribution depots, aerial ports, and maintenance facilities in the military services and DLA. (Phase III) In 2007, all classes of supply will require RFID tags on all individual cases, all cases packaged within palletized unit loads, all pallets, and all unit packs for unique identification (UID) items. RFID tagging will be required on commodities shipped to any DoD location

Benefits:

- Improve visibility of information and assets throughout the DoD supply chain.
- Improve process efficiency of shipping, receiving, and inventory management.
- Reduce cycle time
- Increase warfighter/customer confidence in the reliability of the DoD supply chain.

6-Month Outcomes/Targets

- Implement tactical USMC pilot at Camp Lejeune
- Implement RFID at 3 aerial ports
- Publish DFAR clause for Class I (some), II, VI, IX shipments to distribution depots, aerial ports, and maintenance facilities
- Suppliers apply passive RFID tagging to items in DFAR clause

12-Month Outcomes/Targets

- Implement ability to read/write passive RFID at half of OCONUS depots

18-Month Outcomes/Targets

- Implement ability to read/write passive RFID at 3/4ths of OCONUS depots
- Publish DFAR clause for applying tags to remaining commodities and remaining locations
- Suppliers apply passive RFID tags to all shipments for all commodities

Enterprise Initiative: Transition from MILS to EDI or XML (MILS to EDI or XML)

Description and Objective: Facilitate DOD directed migration of automated information systems (AISs) interfaces from Military Standards (MILS) 80 record position transactions to ANSI X12 Electronic Data Interchange (EDI) or Extensible Markup Language (XML) variable length transactions.

Approach:

- DLA will provide to the Department the additional functionality by providing more current versions of standard variable length exchanges (e.g. Advance Shipping Notice) with RFID, UID and SFIS content
- “Bridge” the time till receiving legacy systems are replaced or migrated to DLMS with deployed middleware
- DoD will provide incentives and accelerate the Component’s transformation from MILS to variable length records
- USTRANSCOM will attack this transformation challenge by identifying systems currently using MILS, both within USTRANSCOM and within Transportation Component Commands (TCCs)
- The USTRANSCOM approach will go further to identify and transform multi-system common transactions specified in the Defense Transportation Regulation (DTR) using MILS that will provide highly leveraged “bang for the buck” in both the distribution and transportation domains. A major initiative will be the Standard Truck Manifest
- Component initiatives will support extension of RFID/IUID content to forward edge of battlefield

Benefits:

- Improve the DOD end-to-end distribution system
- Enhance the responsive, affordable, and time-sensitive transportation services provided across the DOD
- Allow visibility of matériel throughout the distribution and transportation cycle
- Allow transmission of information among systems and organizations at a rate and with a level of detail currently not possible with the 80-character limited MILS interface formats
- Improves Total Asset Visibility
- Enable near term implementation of IUID and RFID by existing legacy systems
- Enables Standard Financial Information Structure/ “Family” of IUIDs

6-Month Outcomes/Targets

- Develop and deploy middleware (“bridge”) to be positioned immediately in front of legacy logistics systems using MILS to perform matériel receiving with IUID and RFID content
- Determine all Defense Transportation System (DTS) potential trading partner interfaces
- Prioritize all potential DTS interfaces. Allocate 1/2 of the funds to the highest priority interfaces
- Monitor trading partner migration performance and provide assistance as appropriate
- Concurrent “Master Data” (Vendor, Item, Customer) modernizations

12-Month Outcomes/Targets

- Allocate the second half of the funds to the next highest priority transportation interfaces
- Monitor trading partner migration performance and provide assistance as appropriate
- Assure successful implementation of migrated interfaces
- Extend “bridge” to additional data hubs

18-Month Outcomes/Targets

- Monitor trading partner migration performance and provide assistance as appropriate
- Assure successful implementation of migrated interfaces
- Extend “Bridge” to remaining data hubs

Real Property Accountability Transformation Plan Tables

Real Property Accountability

Real Property Accountability (RPA) provides the warfighter and Business Mission Areas access to near-real time secure, accurate and reliable physical, legal, financial and environmental information on real property assets in which the Department of Defense has a legal interest.

RPA goals enable warfighter and business mission continuous access to information for evaluation of real property. For example, assisting the DoD Enterprise-wide Installations and Environment community improve management of dispersed and disparate real property assets is one RPA goal. Other goals include facilitating management of lifecycle real property information by installation manager while supporting enterprise requirements such as financial reporting.

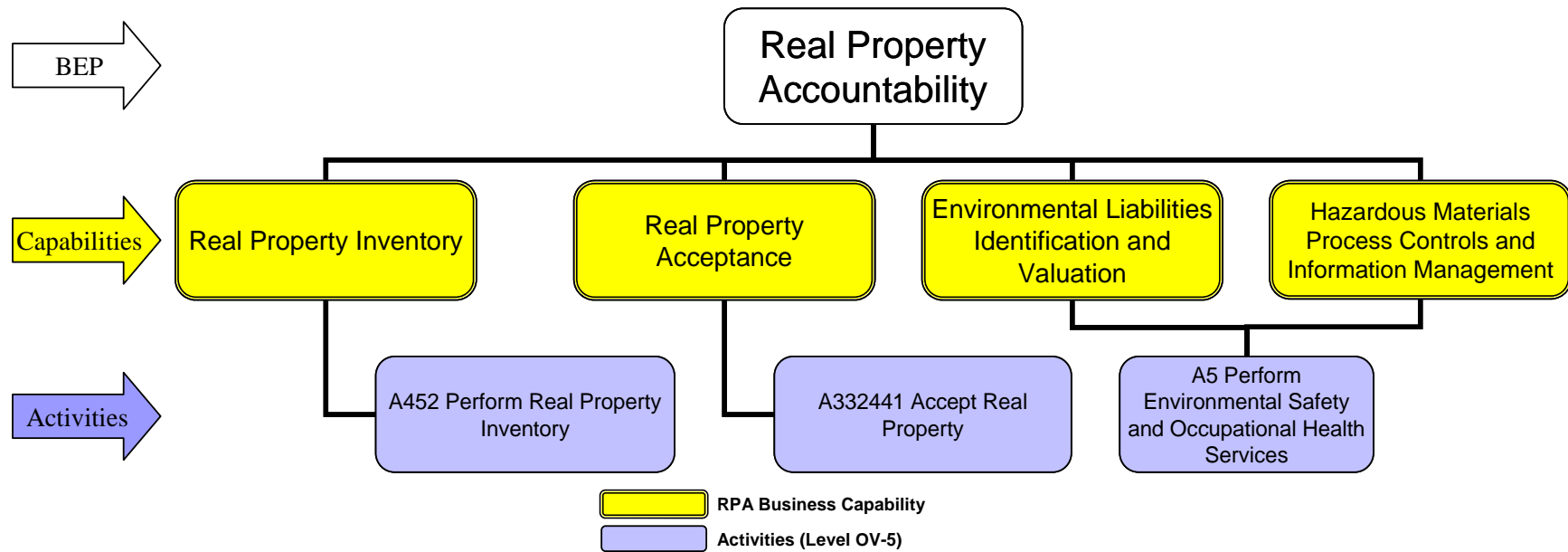
RPA benefits include access to more reliable and accurate real property data, providing the capability to electronically manage the DoD real property portfolio; accurately identifying and value environmental liabilities (estimated at over \$64 billion), directly supporting improved financial visibility and real property accountability; and making accurate location information available to the transportation, warfighting, logistics, and personnel communities.

Role of the BEA in Achieving Real Property Accountability

The BEA will provide significant value for the Real Property Support organization, establishing standard and measurable processes, business rules and data standards for use across the Components. During the Investment Review Process, after completion of the Analysis of Material Alternatives (AoMA), it will be each Component's responsibility to assure compliance, thereby assuring interoperability among the Components.

Figure E5-1 describes the Business Capabilities and activities incorporated in BEA V3.0. Table E5-1 provides additional detail on Business Capabilities their relationship to the architecture and capability targets.

Figure E5-1: Real Property Accountability and the Business Enterprise Architecture



Targets and Metrics for Real Property Accountability Business Capabilities

Table E5-1: Targets and Metrics for Business Capabilities

Capability: Real Property Inventory - The ability to electronically manage the DoD Real Property portfolio ubiquitously, 24x7 for both physical and fiscal attributes. Two discrete initiatives have been identified to fulfill this capability (e.g., Inventory Requirements and Unique Identification); in addition, the inclusion of geospatial site depiction and reconciliation of legal and physical discrepancies are also addressed in fulfilling this capability.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Develop of Initial Capabilities Document • IRB Decision on RPI Systems AoMA • Obtain Joint Capabilities Integration and Development System (JCIDS) and Defense Business Systems Management Committee (DBSMC) approval of RPI System • Establish Real Property Community of Interest • Develop RPI transition planning and change Management • Create site registry • Begin loading of site data into registry • Prototype site/land parcel to geospatial link • Deliver site data to services 	<ul style="list-style-type: none"> • Engage Budget Process for RPI “To-Be” System(s) • Establish target geospatial data model for sites and land parcels • Implement DISDI strategic viewer • Funding and implementation of transition planning • Services validate site data • Site UID Registry IOC • IOC of Real Property Asset Registry capability 	<ul style="list-style-type: none"> • Implementation of “To-Be” system(s) decision • Continue to populate Asset Registry
Key Performance Parameters: <ul style="list-style-type: none"> • Percent of real property sites to which an appropriately secure user can access tabular data throughout DoD • Percent reduction in labor hours applied to data collection for the Base Structure Report • Percent complete of BMMP Transition Plan activities 		

Capability: Real Property Acceptance - The Department requires the ability to uniformly manage this first phase of the DoD real property life-cycle in accordance with the inventory requirements and acceptance business practices.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • <i>Real Property Acceptance Requirements Document</i> • Revise Unified Facilities Criteria (UFC) 1-300-08 for Acceptance of RP 	<ul style="list-style-type: none"> • Begin implementation of Unified Facilities Criteria (UFC) 1-300-08 for Acceptance of RP 	<ul style="list-style-type: none"> • Continue implementation of UFC 1-300-08 of RP
Key Performance Parameters: <ul style="list-style-type: none"> • Percent of DoD Real Property Acceptance governed by revised UFC 		

Capability: Environmental Liabilities Identification and Valuation - Directly supporting the DoD Enterprise Priority of Financial Visibility as well as Real Property Accountability, and especially given their significance (estimated at over \$64B), DoD requires the ability to prepare auditable and complete environmental liability estimates. This includes data capture; inventory recording, integration with core financial systems and linkage to real property assets where appropriate.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Complete update of data model with data elements associated with 60% (by dollar value) of the total environmental liability estimate and linked to real property inventory • Release <i>Environmental Liabilities Recognition, Valuation and Reporting Requirements</i> document 	<ul style="list-style-type: none"> • Complete linkage of environmental requirements with real property inventory 	<ul style="list-style-type: none"> • Assist with implementation as appropriate
Key Performance Parameters: <ul style="list-style-type: none"> • Elimination of material weakness 		

Capability: Hazardous Materials Process Controls and Information Management - This capability enables the Department to provide mission-specific controls for warfighter and business operations involving hazardous materials. In addition, the capability enables common product hazard data across the enterprise.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Draft Phase I Requirements document • Initiate BPR Phase II • Define approach for unique association of hazardous products and standard product hazard data • Begin incorporation of product hazard data in DoD Data Master 	<ul style="list-style-type: none"> • Release Phase I Requirements Document • Complete BPR Phase II • Integrate Phase II products across CBMs • Draft configuration control process for hazardous materials management • Continue development of Product Hazard Data Master 	<ul style="list-style-type: none"> • Incorporate Phase II products into BEA • Draft Phase II requirements document • Complete DoD Product Hazard Data Master
Key Performance Parameters: <ul style="list-style-type: none"> • Percent reduction in HazMat incidents • Percent increase in correctly associated products and hazard data • Percent reduction in lost days of work due to mishandling of HazMats 		

Role of Systems and Initiatives in Achieving Real Property Accountability

Key initiatives addressed in support of the RPA priority include:

- **Real Property Inventory Requirements:** This initiative is focused on making consistent real property data (fiscal, physical, legal, environmental and geospatial) available across the enterprise through development of an integrated real property inventory where data is maintained by the authoritative source.
- **Real Property Unique Identification:** The goal for this initiative is to enable access to real property information (physical and fiscal) across the enterprise for effective management of assets and support of both the Warfighting and Business Mission Areas.
- **Real Property Acceptance Requirements:** The goal of this initiative is to provide a uniform, automated and auditable real property acceptance process across the enterprise to allow ubiquitous electronic access to all real property acceptance information including financial, operating, and maintenance data.
- **Environmental Liabilities Recognition, Valuation and Reporting Requirements:** The objective of this initiative is to identify, value, and categorize environmental liability related data, and make the information readily accessible to the financial community for use in reporting. This effort is being jointly led with the Financial Management Support office.
- **Hazardous Materials Process Controls and Information Management Requirements:** The objective of this initiative is to develop and implement an end-to-end, systematic management process for hazardous materials operations in DoD. The “To Be” process will reduce risks and improve accuracy and availability of authoritative hazard data in conjunction with the Material Visibility DoD Data Master initiative. The HMPC&IMR initiative is expected to eliminate redundant data purchases and entry across DoD, by influencing appropriate acquisition, logistics, human resources and financial management business processes. As such, this capability provides controls on the Materiel Visibility process.

No enterprise IT systems are currently envisioned to achieve the RPA capability.

The following pages provide a detailed overview of each initiative. Following table E5-2, which provides a summary of the contributions of each initiative to the business capability?

Table E5-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Real Property Inventory	Environmental Liabilities Identification and Valuation	Hazardous Materials Process Controls and Information Management	Real Property Acceptance
Enterprise Initiatives	Real Property Inventory Requirements (RPIR)	S	●			
	Real Property Asset and Site Unique Identification (RPUID)	S	●			
	Real Property Acceptance Requirements (RPAR)	S				●
	Environmental Liabilities Recognition, Valuation and Reporting Requirements (ELRV&RR)	S		●		
	Hazardous Materials Process Controls & Information Management Requirements (HMPC&IMR)	S			●	
Component Systems	TBD					

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “●” under each Business Capability directly supported by the standard
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided

Enterprise Initiative: Real Property Inventory Requirements (RPIR)

Description and Objective: The Military Departments currently maintain independent, disparate and redundant real property inventory systems that are not capable of being integrated across the Warfighting and Business Mission Areas. As a result, consistent and standardized real property information on locations and assets is unavailable. The initiative goal is to make consistent real property data (fiscal, physical, legal, environmental and geospatial) available across the enterprise through development of an integrated real property inventory where data is maintained by the authoritative source.

Approach:

- The Real Property Support organization will serve as the lead for this initiative
- The real property inventory business process reengineering effort is complete and the requirements have been included in the DoD Business Enterprise Architecture to assure integration with processes outside RPILM
- Policy changes have been made to the DoDI 4165.14 "DoD Real Property Inventory Reporting and Forecasting", FMR and DFAR
- Implementation activities are being planned within the Military Departments and WHS

Benefits:

- Improved ability to achieve an unqualified audit opinion
- Appropriately coordinated and integrated business processes
- Effective business processes that eliminate duplication
- Effective and comprehensive data management, including DoD Enterprise-wide data standards fostering transparency and interoperability
- Compliance with Federal Real Property Council inventory requirements
- More comprehensive Data to contribute to better real property portfolio management decisions

6-Month Outcomes/Targets

- Development of Initial Capabilities Document
- IRB Decision on RPI Systems AoMA
- Obtain Joint Capabilities Integration and Development System (JCIDS) and Defense Business Systems Management Committee (DBSMC) approval of RPI System
- Establish Real Property Community of Interest
- Develop RPI Transition Planning & Change Management

12-Month Outcomes/Targets

- Engage Budget Process for RPI "To-Be" System(s)
- Establish target geospatial data model for sites and land parcels
- Implement DISDI strategic Viewer
- Funding and Implementation of Transition Planning

18-Month Outcomes/Targets

- Implementation of "To-Be" System(s) Decision

Enterprise Initiative: Real Property Asset and Site Unique Identification (RPUID)

Description and Objective: The Military Departments maintain real property inventory systems that use incompatible methods to identify and locate assets. As a result, enterprise wide real property portfolio information is neither available, auditable nor timely. This initiative will make auditable real property information accessible across the enterprise for effective management of assets and support of both the Warfighting and Business Mission Areas.

Approach:

- The Real Property Support organization will serve as the lead for this initiative
- The real property unique identification business process reengineering effort is complete and has been incorporated into the DoD Business Enterprise Architecture to assure integration with processes outside RPILM
- Contracts have been awarded to build the site Registry and collect/reconcile site boundaries across DoD
- Implementation Activities are being coordinated with Military Departments and WHS

Benefits:

- Provides access to more reliable and accurate real property data – solves material weakness
- Implements the DoD Unique Identification (UID) construct for real property
- Allows critical environmental information to be related to real property
- Makes accurate location information available to the transportation, warfighting, logistics, and personnel communities
- Allows for improved accuracy and auditability of financial statements

6-Month Outcomes/TargetsSite Registry

- Create registry
- Begin loading of site data into registry
- Prototype site/land parcel to geospatial link
- Deliver site data to services

12-Month Outcomes/TargetsSite Registry

- Services validate site data
- Site UID Registry IOC

Real Property Asset Registry

- IOC -Establish Asset UID Registry

18-Month Outcomes/TargetsReal Property Asset Registry

- Continue to populate Asset Registry

Enterprise Initiative: Real Property Acceptance Requirements (RPAR)

Description and Objective: Currently there are not uniform automatable processes for Real Property Acceptance (RPA) across the Military Departments and WHS. The result is inconsistent accountability and financial reporting for new real property. The goal is to provide a uniform, automated and auditable real property acceptance process across the enterprise to allow ubiquitous electronic access to all real property acceptance information including financial, operating, and maintenance data.

Approach:

- The Real Property Support Organization will serve as the lead for this initiative
- The real property acceptance business process reengineering effort is complete and has been included in the DoD Business Enterprise Architecture to assure integration with processes outside RPILM
- Implementation Activities are being coordinated with Military Departments and WHS

Benefits:

- Achievement and sustainment of an unqualified audit opinion
- Alignment of accountability, authority and responsibility for RP Acceptance
- Automated capture of core financial, operational, and sustainment information
- Appropriately coordinated and integrated processes
- Effective automated business processes
- Comprehensive data management, including consistent enterprise standards allowing interoperability and transparency

6-Month Outcomes/Targets

- Deliver *Real Property Acceptance Requirements* Document
- Revised Unified Facilities Criteria (UFC) 1-300-08 for Acceptance of RP

12-Month Outcomes/Targets

- Implementation of revised UFC 1-300-08

18-Month Outcomes/Targets

- Continued implementation of revised UFC 1-300-08

Enterprise Initiative: Environmental Liabilities Recognition, Valuation and Reporting Requirements (ELRV&RR)

Description and Objective: The objective of this initiative is to identify, value, and categorize environmental liability-related data – as directed by guidance – then, make that information readily accessible to the financial community for use in financial reporting. A key tenet of successful financial reporting is the ability to audit the data. As such, the envisioned environmental liabilities “To Be” process not only makes the appropriate data readily available, it also provides adequate management controls throughout the process to facilitate an unqualified audit opinion.

Approach:

- Develop a “To Be” process model for environmental liabilities recognition, valuation, and reporting that facilitates the development of clean, auditable data. The process model, already incorporated into BEA 3.0, created accounts for all environmental liabilities. The current data model, also incorporated into BEA 3.0, accounts for about 60% (by dollar value) of the total environmental liabilities.

Benefits:

- Achievement and sustainment of an unqualified audit opinion
- Automated capture of core relevant financial information
- Appropriately coordinated and integrated processes
- Effective automated business processes
- Comprehensive data management, including consistent enterprise standards allowing interoperability
- Improved information system effectiveness – both within the RPILM components and throughout the enterprise
- Elimination of identified material weakness

6-Month Outcomes/Targets

- Complete update of the data model with remaining environmental liability data elements and begin linkage to real property inventory
- Release *Environmental Liabilities Recognition, Valuation and Reporting Requirements* document

12-Month Outcomes/Targets

- Complete linkage of environmental requirements with real property inventory

18-Month Outcomes/Targets

- Assist with implementation as appropriate

Enterprise Initiative: Hazardous Materials Process Controls and Information Management Requirements (HMPC&IMR)

Description and Objective: The objective of this initiative is to develop and implement an end-to-end, systematic management process for hazardous materials operations in DoD. The "To Be" process will reduce risks and improve accuracy and availability of authoritative hazard data and eliminate redundant data purchase and entry across DoD by influencing appropriate acquisition, logistics, human resources and financial management business processes. The hazardous materials management process will support the warfighter with comprehensive hazardous materials data provided just-in-time, and uniquely coupled with the right product, at the right time and place.

Approach:

- The Hazardous Materials Process Controls and Information Management project is underway. Phase 1, business process reengineering, was completed in May 2005 with subsequent inclusion in the BEA. Phase 1 provided an initial definition of standard product hazard data requirements, and a business process to develop environmental, safety and occupational health controls for DoD mission activities involving hazardous materials
- Integration with other Core Business Mission Areas (CBMA) is a key element of the approach in all Phases of this initiative. Phase 1 emphasized integration with Material Supply and Service Management and Human Resources Management. Subsequent Phases will emphasize integration with Weapon System Lifecycle Management and other CBMAs, to ensure hazardous materials are properly controlled across the lifecycle in acquisition, logistics and human resources business processes
- Change management efforts will commence concurrent with the integration effort

Benefits:

- Reduced risks and costs to the warfighter, the mission, and the environment
- Improved access to hazardous materials data across DoD – when and where its required
- Improved inter-Component cross-feed of best practices
- Cost effective hazardous materials business management processes
- Enhanced support of mission, regulatory requirements, environmental management systems, and auditability

6-Month Outcomes/Targets

- Draft Phase I Requirements Document
- Initiate BPR Phase II
- Define approach for unique association of hazardous products and standard product hazard data
- Begin incorporation of product hazard data in DoD Data Master

12-Month Outcomes/Targets

- Release Phase I Requirements Document
- Complete BPR Phase II
- Integrate Phase II products across CBMs
- Draft configuration control process for hazardous materials management
- Continue development of Product Hazard Data Master

18-Month Outcomes/Targets

- Incorporate Phase II products into BEA
- Draft Phase II requirements document
- DoD Product Hazard Data Master

Financial Visibility Transformation Plan Tables

Financial Visibility

Financial Visibility (FV) means having immediate access to accurate and reliable financial information (planning, programming, budgeting, accounting, and cost information) in support of financial accountability and efficient and effective decision-making throughout the Department in support of the missions of the warfighter.

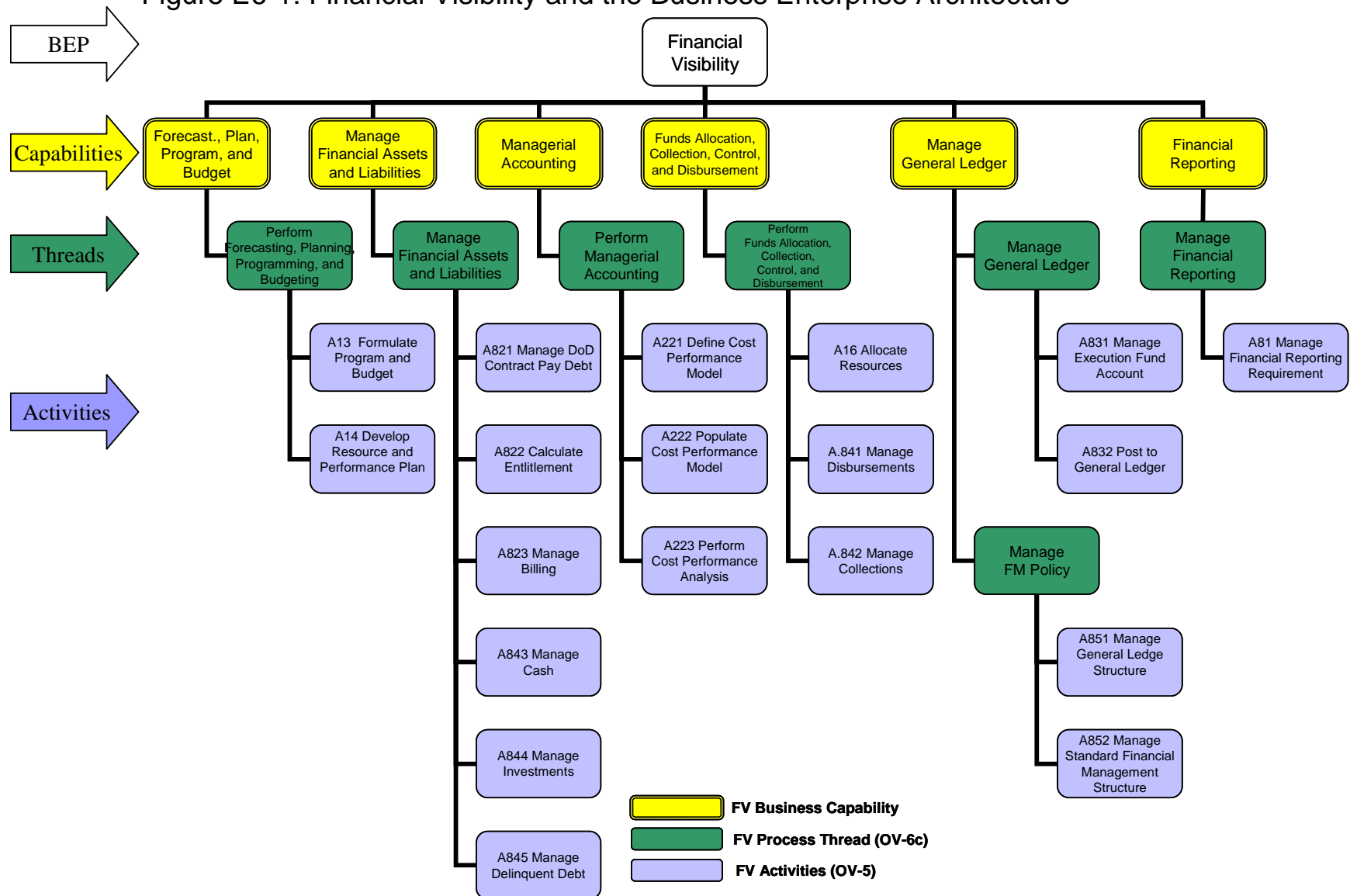
At the highest level, the goal for Financial Visibility is more efficient and effective decision-making throughout the Department and assistance in satisfying the DoD-wide effort to achieve financial auditability.

Financial Visibility will result in a number of benefits. Creating transparent financial data throughout the enterprise, for example, will mean that decision-makers can efficiently compare similar programs and activities across DoD. Establishing authoritative financial data sources will support a single source for DoD Enterprise-wide financial information and make all accounting entries auditable to source systems and data through the Business Enterprise Information Services.

Role of the Business Enterprise Architecture (BEA) in Achieving Financial Visibility

The BEA will provide value for Financial Visibility, particularly in the key areas of establishing common processes, leading practices, business rules, and data standards. For example, BEA 3.0 breaks down each of the core Business Capabilities into its core component parts. Specifically, this has been done by way of the activities that have been identified in the Financial Visibility portion of the BEA (see Figure E6-1). This breakdown further enables the financial community to articulate at the activity level the expected impacts of any particular initiative, and, therefore, how those initiatives will support both specific capability enhancement(s) as well as the overall priority of enhancing Financial Visibility. Table E6-1 provides additional detail on the Financial Visibility Business Capabilities their relationship to the architecture and the capability targets.

Figure E6-1: Financial Visibility and the Business Enterprise Architecture



Targets and Metrics for Financial Visibility Business Capabilities

Table E6-1: Targets and Metrics for Business Capabilities

Capability: Forecast Plan, Program, and Budget - Ability to develop, review, evaluate and support financial forecasts, plans, programs and budgets and to integrate them with appropriate performance indicators to achieve effective business operations and program goals.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> Establish initial set of standards-based requirements for identifying, capturing, and integrating planning, programming, and budgeting with execution financial information 	<ul style="list-style-type: none"> Begin integrating planning and programming with budgeting on an initial limited scale to yield the ability to provide consolidated information analytics throughout the Programming, Planning, and Budgeting (PPB) life cycle 	<ul style="list-style-type: none"> Expand on the set of Programming, Planning, Budgeting, and Execution (PPBE) standards-based coding requirements identified during initial definition phase
Key Performance Parameters: <ul style="list-style-type: none"> Resourcing Model Completeness: % of DoD Total Obligation Authority (TOA) for a given fiscal year accounted for by component data that has been modeled and for which the necessary business rules to populate the Program/Budget Framework have been applied Budget Event Latency: The average length of time between (a) a PPBE event and (b) the availability of useful data about the event for analysis, for those events that affect the budget at the DoD Enterprise-level 		

Capability: Manage Financial Assets and Liabilities - Ability to identify, classify, value and manage financial (fiscal) assets to include accounts receivable and liabilities to include accounts payable from acquisition or inception to disposal or liquidation.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> Identify the DoD Enterprise-wide process and information requirements to support the ability to perform intragovernmental eliminations in a timely and accurate way, thereby also enhancing the Department's ability to effectively manage receivables, payables, and revenue Identify standards for DoD Enterprise-wide financial asset and liability types 	<ul style="list-style-type: none"> Initiate the phased implementation of a solution that supports the requirements needed to appropriately manage intragovernmental transactions Begin to provide DoD Enterprise-wide standard reporting for financial asset and liability types for internal and external reporting 	<ul style="list-style-type: none"> Continue the phased implementation of a solution that supports the requirements needed to appropriately manage IGT Provide DoD Enterprise-wide standard reporting for financial asset and liability types for internal and external reporting Identify Enterprise-level entitlement systems
Key Performance Parameters: <ul style="list-style-type: none"> Fiscal Asset Visibility: Percent of assets that have been captured in an automated system at the OSD level, are properly valued, and have been entered into the corporate general ledger, to include depreciation Interest on Payables: Total interest paid, as a percent of total payables, by commercial pay lines of business IGT Reconciliation: Degree to which Payables and Receivables can be linked and matched in dollar terms across intragovernmental transactions IGT Management: Days Sales Outstanding (DSO) for intragovernmental transactions 		

Capability: Managerial Accounting - Ability to accumulate, classify, measure, analyze, interpret and report cost and other financial information useful to internal and external decision makers reviewing the execution of an organization's program or project resources to ensure they are effectively being used to meet objectives.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> Identify the specific requirements for managerial/cost accounting in terms of what kind of business information needs to be captured and how they should be made available to management Complete standard data element definitions to support managerial/cost accounting Identify enterprise business operations to be enhanced by cost accounting standards 	<ul style="list-style-type: none"> Begin to propagate managerial accounting data elements within enterprise financial systems Enhance operational cost accounting activities based on the propagation of these standardized data requirements 	<ul style="list-style-type: none"> Propagate managerial accounting data elements within enterprise financial systems Enhance operational cost accounting activities based on the propagation of these standardized data requirements
Key Performance Parameters <ul style="list-style-type: none"> Traceability to Budget: Percent of executed program dollars that can be traced back to budget at the OSD level, by appropriation type 		

Capability: Funds Allocation, Collection, Control, and Disbursement - Ability to control and distribute funds based on appropriation and authorization laws; monitor such funds against available balances for purpose, time and amount; collect funds; issue and track disbursements; and monitor cash position.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> Streamline business processes associated with distribution of funds to provide enhanced visibility into undistributed transactions 	<ul style="list-style-type: none"> Enable DoD Enterprise-wide cash accountability from a single source to increase efficiency and auditability Enhance ability to efficiently and effectively reconcile Fund Balance with Treasury 	<ul style="list-style-type: none"> Begin DoD Enterprise-wide disbursing from a single source to increase efficiency and auditability
Key Performance Parameters: <ul style="list-style-type: none"> Funds Visibility: % of dollars in appropriations whose status and disposition can be traced through subordinate organization appropriations FBWT Reconciliation: Index reflecting degree to which appropriation SGL account balances reconcile to fund balances reported by Treasury Funds Control Integrity: Index reflecting degree of funds misappropriation (as a % of total obligation authority) and lag time between discovery of potential misappropriation and final disposition Funds Accountability: % of \$ value of adjustments which are properly supported by accounting entries 		

Capability: Manage General Ledger - Ability to record proprietary and budgetary GL transactions in accordance with Federal Accounting Standards Advisory Board (FASAB) standards, Generally Accepted Accounting Principles (GAAP), and regulatory requirements; to define the use of, and rules to, control GL accounts; and to conduct GL analyses and reconciliations.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Establish corporate-wide, USSGL-based general ledger • Create standards-based postings to corporate general ledger for an initial, small set of Components 	<ul style="list-style-type: none"> • Significantly increase the number of DoD entities for which transaction-level financial information is provided to corporate, and, in turn, enables standards-based posting within the corporate general ledger 	<ul style="list-style-type: none"> • Increase the number of DoD entities for which transaction-level financial information is provided to corporate, and, in turn, enables standards-based posting within the corporate general ledger • Begin summary-level financial information posting to the corporate general ledger
Key Performance Parameters: <ul style="list-style-type: none"> • Migration to USSGL: Percent of systems (see Section 3, Linkage Between Financial Visibility Initiatives and Component Transformation Activities definition for system approaches) that have developed (a) necessary test plans, (b) executed the plans, and are (c) appropriately posting transactions to DoD subsidiary/general ledger 		

Capability: Financial Reporting - Ability to provide relevant financial visibility and real-time information dashboards for DoD decision-makers and to summarize financial information for the purpose of producing mandatory reports in compliance with regulatory requirements and discretionary reports in support of other requirements.		
6-Month Business Capability Targets	12-Month Business Capability Targets	18-Month Business Capability Targets
<ul style="list-style-type: none"> • Enhance corporate internal and external reporting capabilities by implementing financial management data standards to a minimum of 3 new entities, focusing initially on those data elements that are necessary for posting to the USSGL • Identify, document, and prioritize financial reporting needs of OSD-level decision-makers and begin to develop plans to meet such requirements • Begin to provide a single source of authoritative DoD Enterprise-wide data that provides access to summary information, as well as drill-down into transaction level detail for at least 3 entities (enterprise business intelligence) • Begin to provide external reporting via single, standardized authoritative data source (rather than individual, non-standard data feeds from each of the Components) for initial set of reporting entities 	<ul style="list-style-type: none"> • Incorporate those financial management data standard elements that have been defined (beyond those that are needed for posting to USSGL) into corporate reporting structure • Expand usage of corporate reporting structure by a minimum of 5 additional entities • Incrementally meet decision-maker reporting requirements, with particular focus on entities that require data standardization and consolidation across Components in order to achieve FV (including OSD level) • Expand external reporting via single, standardized authoritative data source for all entities that provide transaction level detail to corporate environment 	<ul style="list-style-type: none"> • Incorporate those financial management data standard elements that have been defined (beyond those that are needed for posting to USSGL) into corporate reporting structure • Incrementally meet decision-maker reporting requirements, with particular focus on entities that require data standardization and consolidation across Components in order to achieve FV (including OSD level) • Expand external reporting via single, standardized authoritative data source for all entities that provide transaction level detail to corporate environment
Key Performance Parameters: <ul style="list-style-type: none"> • Report Reliability: Percent of OSD-level reports that are (a) produced using SFIS-compliant data, (b) can be traced in an automated way back to original transactions, and (c) are produced in accordance with established deadlines (OSD-level reports include U.S. Treasury Reports and Statements, CFO Financial Statements, Office of Management and Budget (OMB) Reports and Schedules, and Other Budget Reports) 		

Role of Systems and Initiatives in Achieving Financial Visibility

Key Systems and Initiatives identified by the FM Support organization play major roles in attaining Financial Visibility. The Systems and Initiatives that have been selected satisfied each of the following criteria:

- Supports one or more of the desired business capability targets in either the 6, 12, and/or 18-month timeframes
- Transformational in nature
- Cross-functional and/or cross-Component in nature (i.e., enterprise solutions)

While a number of initiatives may satisfy each of the criteria, the FM Support organization has narrowed the initial list of potential initiatives to five in order to ensure adequate and appropriate focus and resource allocation is made that will yield the highest likelihood for success. Including additional initiatives at this time will increase the risk associated with success to a point of diminishing returns.

Table E6-2 provides a high-level representation of each Enterprise and Component System and Initiative that depicts its contribution to achievement of the Business Capability. Additionally, individual profiles are included for each DoD Enterprise-level System and Initiative to provide more details on its role. A discussion of how the DoD Enterprise-level System and Initiatives are being addressed by the Components follows these profiles.

Table E6-2: Systems/Initiatives Mapping to Business Capabilities

	System/Initiative	How Provides or Supports	Forecast, Plan, Program, and Budget	Manage General Ledger	Manage Financial Assets & Liabilities	Managerial Accounting	Financial Reporting	Funds Allocation, Collection, Control & Disbursement
Enterprise Systems	Business Enterprise Information Services (BEIS)	EL		●	●		●	
	Defense Cash Accountability System (DCAS)	EW			●		● (Cash only)	
Enterprise Initiatives	Standard Financial Information Structure (SFIS))	S	○	○	○	○	○	○
	Intragovernmental Transaction (IGT)	EW		● (Intragovernmental only)	● (Intragovernmental only)		● (Intragovernmental only)	● (Intragovernmental only)
	Program Budget Framework (PB Framework)	S	○			○	○	○
Component Systems	Defense Enterprise Accounting Management System (DEAMS-AF)	AF-wide	●	●	●	●	●	● (except Disbursement)

	System/Initiative	How Provides or Supports	Forecast, Plan, Program, and Budget	Manage General Ledger	Manage Financial Assets & Liabilities	Managerial Accounting	Financial Reporting	Funds Allocation, Collection, Control & Disbursement
Component Systems	Defense Enterprise Accounting Management System (DEAMS- USTRANSCOM)	USTRANSCOM -wide	●	●	●	●	●	● (except Disbursement)
	General Fund Enterprise Business System (GFEBS)	Army-wide	●	●	●	●	●	● (except Disbursement)
	Non-appropriated Funds Transformation (NAF-T)	AF-wide (NAF)		●				

Enterprise/Component Systems and Initiatives use the following notation:

- S (DoD Enterprise-wide Standard) – if the primary end product of the System/Initiative is a standard, enter an “S” for How Provides or Supports and enter an “●” under each Business Capability directly supported by the standard
- EW (DoD Enterprise-wide) – if the System/Initiative provides a homogeneous implementation of the capability to the entire department (one solution that all DoD uses), enter “EW” for How Provides or Supports and “●” for each Business Capability provided
- EL (Enterprise-level) – if the System/Initiative provides a heterogeneous rollup of information to upper management (one solution that DoD leadership uses), enter “EL” for How Provides or Supports and “●” for each Business Capability provided

Enterprise System: Business Enterprise Information Services (BEIS)

Description and Objective: The Business Enterprise Information Services (BEIS) program will build upon existing infrastructure to provide timely, accurate, and reliable business information from across the Department of Defense to support auditable financial statements as well as provide detailed financial information visibility for management in support of the warfighter.

Approach:

- Leverage existing infrastructure that currently provides the desired capability but does so only on a limited scale (primarily USSOCOM)
- This infrastructure includes DCD/DCW, DDRS, and the existing financial systems from across the Department
- Identify initial targets for rapid deployment, (including Dept. of Army and TI97 agencies), as well as the expansion of the USSOCOM capability to include SFIS compliance
- Implement SFIS Library as single, authoritative source for SFIS values
- Additional targets will be prioritized for subsequent deployment. BEIS will expand on existing DCD functionality to interface, standardize, and share data between Finance and Accounting (F&A)/FM systems in an SFIS-compliant format
- This central repository of transaction-level data will then feed DCW, which will provide a single point for DoD Enterprise-wide financial management reporting and information analysis
- The DDRS tool will be incorporated into this single solution, which will summarize transaction level information from DCW to produce DoD financial statements and mandatory budgetary reports

Benefits:

- Single source for DoD Enterprise-wide financial visibility yields significantly greater access to timely, accurate, and reliable financial information
- All accounting entries are auditable to source systems and data (audit trails are built-in)
- All transactions are standardized using SFIS for consistency and compliance with the USSGL
- Solution will automatically produce a single trial balance per organization from transaction-level data
- All budget and execution reports and financial statements will be produced from the same trial balance, eliminating the possibility of discrepancies

6-Month Outcomes/Targets

- Migrate from Standard Fiscal Code (SFC) to SFIS for USSGL required elements
- Implement SFIS Library as single, authoritative source for SFIS values
- Complete deployments for USSOCOM and Dept. of Army General Fund
- Extend integration between DCW and DDRS for financial statement generation (Army)
- Army Property, Plant, & Equipment (PPE) (Capital Assets)
- USSOCOM solution for TMA & DARPA

12-Month Outcomes/Targets

- Migrate from SFC to SFIS for rest of Phase I elements
- Analyze level of effort to incorporate SFIS Phase II
- Centralized Global Edit Table (CGET)
- USSOCOM solution for MDA, JCS, DSCA, & WHS
- Additional joint program (Joint Strike Fighter)
- Extend data processing and "corporate" GL posting capability to Marine Corps

18-Month Outcomes/Targets

- Implement SFIS Phase II elements
- Extend data processing and "corporate" GL posting capability to additional Component (Air Force or Navy)

Enterprise System: Defense Cash Accountability System (DCAS)

Description and Objective: The Defense Cash Accountability System (DCAS) will consolidate disbursements and collections information from a number of disparate systems from across the DoD into a single, DoD Enterprise-wide system that provides standardized Treasury reporting and enhanced data integrity.

Approach:

- The Department needs to migrate from producing a number of Treasury-mandated reports via numerous disparate systems to a single technical environment
- Specific reports to be produced on a DoD Enterprise-wide basis out of DCAS includes:
 - Consolidated Statement of Accountability
 - Statement of Transactions
 - Statement of Interfund Transactions
 - Statement of Differences
 - International Balance of Payments (IBOP) Report
- Deployment occurs in phases based on location & functionality (* = Completed):

Phase	Scope	Location	Replaces
1	Electronic distribution of cross-disbursement transactions	Multiple	
2	Treasury reporting	Cleveland Kansas City	CERPS, UDL, DUNES, DIE, FCDRS
3	Financial Reporting System (FRS) elimination, improved distribution	Cleveland Kansas City	FRS, CMET
4	Treasury reporting	Indianapolis Columbus	HQARS (partial)
5	Treasury reporting	Denver	MAFR, DCMS (both partial)
6	Miscellaneous cash system replacements and Treasury reconciliation	Multiple	Numerous

Benefits:

- Standardizes the Treasury reporting process
- Enables automated Treasury trial balance comparison
- Yields enhanced timeliness and integrity of data
- Eliminates numerous cash accountability and Treasury reporting systems that exist today throughout the Department
- Captures and summarizes cash transactions for reporting and reconciliation
- Provides the detail-level data necessary to support a clean audit opinion

6-Month Outcomes/Targets

- Elimination of FRS (Financial Reporting System)
- Improved Distribution

12-Month Outcomes/Targets

- Treasury reporting (Indianapolis, Columbus, Denver)
- Miscellaneous cash system replacements
- Treasury reconciliation
- Investigate BEIS as sole source for DCAS data

18-Month Outcomes/Targets

- Begin implementation of BEIS as sole source of DCAS data
- This effort will eliminate the need for numerous interfaces into DCAS as well as the need for cross-walks within DCAS

Enterprise Initiative: Standard Financial Information Structure (SFIS)

Description and Objective: SFIS is a comprehensive data structure that supports information/data requirements for budgeting, financial accounting, cost/performance management, and external reporting across the DoD enterprise. SFIS provides an enterprise-wide standard for categorizing financial information along several dimensions to support financial management and reporting functions. These dimensions include: Appropriation Account, Budget Program, Organization, Transaction, Trading Partner, and Cost Accounting information.

Approach:

- Complete definition of the 59 Phase I data elements, all of which support the generation of financial statements
- Define specific approach for Category A, B, and C targets for deployment of the Phase I data elements:
 - **Category 'A': Business Feeder Systems** (emerging or legacy) that include non-accounting systems that generate business transactions across DoD
 - **Category 'B': Legacy Accounting Systems** in which direct investment is not recommended; rather, an interim approach for these systems (which includes mapping and cross walks) is preferred
 - **Category 'C': Target Accounting Systems**, including new ERP systems, will receive detailed guidance and support for deployment of the SFIS elements in these new solutions
- Provide leadership from FM Support organization for each Category to prioritize deployment and assist Components in adoption of standards
- Develop processes for the evolution of SFIS including the introduction of new elements

Benefits:

- Standardizes financial reporting data across DoD
- Enables decision-makers to efficiently compare similar programs and activities across DoD
- Provides decision-makers the level of detail they require for information retrieval and auditability
- Improves the efficiency of maintaining business systems, thereby reducing costly maintenance and translation of non-standard data
- Links program execution to performance, budgetary resources, and actual financial information

6-Month Outcomes/Targets

- Deploy SFIS Phase 1 in BEA
- **Category A:** develop detailed change proposals for impacted systems, including level of effort, resources, and funding
- **Category B:** migrate from SFC to SFIS for USSGL required elements in BEIS
- **Category C:** assist ERP implementation blueprinting and integration planning
- Complete Phase II definitions (focus = cost / performance management)
- Implement single, authoritative source as SFIS Library within BEIS

12-Month Outcomes/Targets

- Update BEA (Phase II elements)
- **Category A:** assist Components in implementing system and process changes for Phase 1 elements
- **Category B:** migrate from SFC to SFIS for rest of Phase I elements in BEIS
- **Category C:** continue to assist in ERP implementation blueprinting and integration planning; incorporate Phase II definitions into guidance
- Begin Phase III definitions

18-Month Outcomes/Targets

- Complete Phase III definitions 01/2008
- **Category A:** continue to assist Components in implementing system and process changes for Phase 1 elements
- **Category B:** implement standards for cross-walks for Phase II within BEIS
- **Category C:** continue to assist in ERP implementation blueprinting and integration planning; incorporate Phase II definitions into guidance

Enterprise Initiative: Intragovernmental Transactions (IGT)

Description and Objective: The IGT initiative addresses one of the DoD's material weaknesses (financial eliminations) by way of standardized, consolidated, and integrated processes and system components, as well as provides significantly enhanced visibility into both the buying and selling elements of intragovernmental transactions both within the DoD and across the Federal Government.

Approach:

- Acknowledge change in approach from short-term, date-driven approach to holistic, end-to-end solution. New approach requires significant participation from both FM and AT&L to address entire end-to-end process
- Adopt common processes and standard data for all DoD intragovernmental activity

Phase I (# months):

- Define problem scope and stratifications of intragovernmental transactions
- Obtain concurrence across mission areas on process, business rules, data elements
- Confirm system gap analysis work to date in support of future transition planning
- Define end-to-end process for IGT
- Issue policy letter to establish validated process

Phase II (# months):

- Define detailed requirements for IGT program/process for exchange transactions
- Conduct "fast track" analysis of alternatives; Stand up additional teams, as required
- Identify funding needs, sources

Phase III (# months):

- Implement preferred alternative identified in Phase II
- Conduct first eliminations and spend analysis with captured data
- Submit process for enterprise audit

Benefits:

- Provides a centralized capability to render elimination entries for all DoD (addresses a material weakness)
- Provides a standard, DoD-wide capability for creating and routing: requisitions, purchase orders, billing, payments, and collections associated with IGT
- Standardized and centralized capability will provide enhanced visibility to the IGT lifecycle (i.e., requisition, fulfillment, billing, receipt, payment, and collection), thereby yielding more timely and reliable information for decision-makers

6-Month Outcomes/Targets

- Define scope and stratifications of IGT
- Obtain concurrence across mission areas on processes, business rules, & data elements
- Confirm system gap analysis in support of future state transition planning
- Define end-to-end process for IGT
- IOC 10/2005

12-Month Outcomes/Targets

- Define detailed requirements for IGT program/process for exchange transactions
- Conduct "fast track" analysis of alternatives
- Identify funding and resource needs/ sources
- Begin implementation of to-be state

18-Month Outcomes/Targets

- Continue implementation of to-be state

Enterprise Initiative: Program Budget Framework (PB Framework)

Description and Objective: The Program Budget (PB) Framework provides a foundation for a new program and budget data structure utilizing a common language that enables senior level DoD decision makers to weigh options versus resource constraints across a spectrum of challenges. The PB Framework consists of a number of related data transparency initiatives that span across all portions of the PPBE process.

Approach:

- Create enterprise definitions for the four risk quadrants, their categories, sub-categories, elements and sub-elements
- Using Component data structures, determine lowest level of data structure in order to correctly assign resources to the aforementioned definitions
- Create enterprise understanding of Component data structures by using dimensional modeling techniques
- Provide enterprise definitions, business rules, and data structures to Components for inclusion in system upgrades and new procurements
- Stand up PB Framework in Defense Acquisition University (DAU) lab environment
- Map SFIS into PB Framework
- Develop a structure that supports the use of native Service/Agency data through Common Information Model (CIM)
- Define authoritative data sources to support net-centric data strategy and data transparency

Benefits:

- Facilitates resource tradeoff decisions by presenting issues in a tangible manner
- Establishes ability to view programs and resources based on the DoD risk management framework
- Enforces "commonality of language"
- Improved data structure allows for the use of modern technology to make information quickly and easily accessible
- Allows for improvements in program element structure and other resource data elements

6-Month Outcomes/Targets

- Services and DLA dimensional models created
- Business rules for creating an Enterprise Project Number (PNO) developed, 10/2005
- Data structure link to SFIS Phase I determined, 07/2005

12-Month Outcomes/Targets

- Remaining Component dimensional models created
- Determine authoritative resource data sources
- I&E metrics incorporated into Enterprise Resource Data Structure

18-Month Outcomes/Targets

- Continue to determine authoritative resource data sources
- Additional metrics incorporated into Enterprise Resource Data Structure